



Working for integration



The Housing Development Agency

Annual Performance Plan 2015/16

Final submission, 6 February 2015

Table of Contents

Foreword by the chairperson	4
Official sign-off	6
1 Strategic Overview	7
1.1 Updated situational analysis	7
1.2 Performance delivery environment	8
1.3 Organisational environment	9
1.4 Macro performance indicators	9
2 Revisions to Legislative & Other Mandates	13
3 Overview of the 2015/16 Budget & MTEF Estimates	14
3.1 Expenditure estimates	14
3.2 Relating expenditure trends to strategic outcome oriented goals.....	14
4 Programme & Sub-Programme Plans	15
4.1 Programme 1: Administration	15
4.2 Programme 2: Planning & Information.....	16
<i>2(a): Policy, Research, Monitoring and Information</i>	17
<i>2(b): National Programme Support</i>	17
4.3 Programme 3: Land and Housing Services	18
5 Programme Plans	19
5.1 Annual performance plans for MTEF period 2015/16 to 2017/18.....	19
5.2 Annual performance plan 2015/16.....	25

List of Figures

Figure 1: Impacts, Outcomes, Outputs, Activities and Inputs	9
-------------------------------------------------------------------	---

List of Tables

Table 1: Macro Performance Indicators	10
Table 2: Housing Development Agency: Selected performance and operations indicators	11
Table 3: Draft Mandate - Minister of Human Settlements and the HDA Board	13
Table 4: Strategic goals and objectives by programme	14

Annexures

Annexure A: MTEF budget

Annexure B: Materiality Framework

Annexure C: Strategic land parcels

Foreword by the chairperson

The Housing Development Agency (HDA) is into its sixth year of operation and this is its Annual Performance Plan for the MTEF period 2015/16 to 2017/18.

The HDA's business model has evolved in the five years since its establishment. The initial focus at inception was on the establishment of the organisation and the management of the two Section 29 projects (N2 Gateway and Zanemvula). The focus then shifted from delivery from a head office, to a strong presence in the regions. Medium-Term Operational Plans (MTOPs) were negotiated and in addition to the project offices in the Western Cape and Eastern Cape, regional offices were established in Limpopo, Northern Cape and Free State. In the last two years the primary focus has been increasingly on land assembly. The HDA has developed a master spatial plan supported by geospatial tools, namely Land and Property Spatial Information System (LAPSIS) and National Human Settlement Land Index (NaHSLI). Over the five years the HDA has met and exceeded the targets set, particularly in land acquisition and has gained extensive experience in key aspects of human settlement delivery. The HDA has also accumulated extensive knowledge of project and pipeline development within the human settlement sector, and considerable intellectual capital in relation to mega-project management and informal settlement upgrading. The HDA has therefore laid the foundation to continue to support human settlement development and to fulfil the new targets that have been set.

The HDA has therefore laid the foundation to continue to support human settlement development and to fulfil the new targets that have been set in the Medium-Term Strategic Framework (MTSF). The HDA's written mandate required by the HDA Act to be signed with the Minister of Human Settlements ended in the financial year 2014/15 and a new written mandate is being prepared for signing. Various agreements and implementation protocols have been signed or are in the process of negotiation with the provinces and municipalities. Performance and delivery continues to be the key focus of our team.

A new policy framework is being developed to overcome apartheid spatial planning, contributing to the development of more integrated human settlements. The Human Settlement proposals under the new MTSF focus on spatial realignment and envisage a prominent role for the HDA in land identification, release, planning and development. The HDA is developing a spatial plan to guide and manage the identification and release of land for human settlement development. A national land register is also being developed to track acquisition and development of land. The HDA has also submitted proposals for a National Spatial Land Fund to fund the acquisition and planning of land acquired in terms of the National Spatial Development plan.

The HDA is continuing to support provinces and municipalities, as well as to hold discussions with other stakeholders so that HDA's role and the services provided are understood. These relationships are crucial if HDA is to deliver on its mandate.

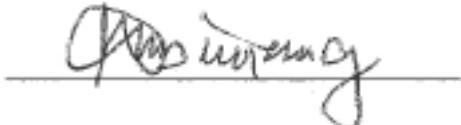
Management of the two national priority projects, namely N2 Gateway and Zanemvula, continue, as do refinements to land and property spatial information services (LAPSIS)

and the national human settlement land index (NaHSLI), and the policies and regulations for the priority housing development areas (PHDAs) are waiting gazetting by the Minister.

Although the HDA is on track to deliver, some obstacles remain. The biggest being the release of identified land into the delivery cycle. Many of the delays are a consequence of the lengthy processes involved in the transfer of assets between government departments, or the transfer of assets from state-owned enterprises to government. To speed up the process and minimise delays, the HDA continues working with provinces and municipalities on a medium-term land assembly programme.

In order to broaden its footprint, the HDA offices in North West, KwaZulu-Natal and Mpumalanga are coming on board soon. Implementation protocols have been signed with Rustenburg Local Municipality, City of Tshwane, City of Cape Town, City of Johannesburg, Nelson Mandela Bay Metropolitan Municipality and EThekewini Metro.

On behalf of the Board I am pleased to present the HDA's Annual Performance Plan 2015/16. It is our view that the plan continues to provide a secure basis for sustained growth and delivery. The Board and HDA management will ensure that the activities and targets are aligned with the priorities of the new Minister and the MTSF.

A handwritten signature in black ink, appearing to read "Mavuso Msimang", is written over a horizontal line.

Mr Mavuso Msimang

Chairperson: HDA Board

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) Was prepared in line with the current Strategic Plan of the HDA
- 3) Accurately reflects the performance targets which the HDA will endeavour to achieve given the resources made available in the budget for 2015/16
- 4) Approved at an HDA Board meeting held on 30 January 2015

Ms Rooksana Moola
Chief Financial Officer

Signature: _____

Mr Taffy Adler
Chief Executive Officer
(Accounting Officer)

Signature: _____

Mr Mavuso Msimang
Chairperson HDA Board

Signature: _____

Hon Lindiwe Sisulu
Minister Human Settlements
Executive Authority

Signature: _____

1 Strategic Overview

1.1 Updated situational analysis

The HDA is operating in an overall development environment and sector that faces significant supply side challenges including inadequate access to bulk infrastructure, lack of access to end user and mortgage finance, high levels of household indebtedness, limited access to well located affordable land and extended periods for municipal planning and proclamation approvals. Policy and legislation provide clear directives including the need to focus on providing support to the poorest households by creating sustainable human settlements that provide not just houses but integrated neighbourhoods with access to social and economic amenities, the creation of compact cities and the need to address informal settlements.

The NDHS intends to harness the activities of the entire sector towards addressing the challenges above and the development goals as expressed through policy and legislation. Within this context the mandate of the HDA is clear being the need to identify, acquire, develop and release state, communal and privately owned land for residential and community purposes for the creation of sustainable human settlements and to provide support services to municipalities and provinces in delivering human settlement projects.

In terms of the mandate to be signed with the Minister and the additional expectations indicated, the HDA in the next five years is required to focus on the development and management of a coherent and inclusive land strategy for human settlements development, participating in the NUSP, Mining Towns and the Catalytic Projects Programmes and implementing key development projects taking on a more expanded role of a public sector developer. The HDA's activities will be framed within the national focus and these specific requirements.

As it has become clear that delivery occurs at the local and provincial level and there is increasing demand for the HDA's services at these levels – the HDA has restructured to respond to this by establishing regional offices. The HDA currently has five regional offices and it is intended to expand this to having an office in all nine provinces.

Funding arrangements relating to the HDA need to be reviewed against the legislative and regulatory provision for funding for a Sec 3(A) entity. Of particular attention is the need to develop and implement the policy requirement that the fiscus should fund the legislated functions of the HDA. Additional funding streams as provided for in the Act are being explored and the Agency is receiving funding from various provinces. The fundamental question of a dedicated grant to the Agency for the principal legislated mandate of land acquisition and assembly needs to be addressed as a matter of urgency.

1.2 Performance delivery environment

The HDA will during the year operate within the revised macro indicators as reflected in the five year strategic plan (see section 1.4 below).

The HDA's land assembly strategy will form the basis of a master spatial plan for human settlements which is intended to guide the sector. This in turn will focus the Agency's land identification, acquisition and planning programme, which will lead to human settlement projects to be managed by the Agency. These projects will link to existing provincial and metropolitan projects, fifty catalytic projects to be identified by the sector, informal settlement upgrading projects, and the mining towns' initiative.

To improve delivery and minimise delays, the HDA is working with provinces and municipalities on a medium-term land assembly programme and has strengthened its intergovernmental relations framework. The agency is engaging with provinces and municipalities to find out what sort of support is required to ensure delivery of the new priorities of the new administration post the 2014 elections. The agency is also assisting numerous municipalities and provinces in prioritising land assets for human settlement development, as well as providing project management services where required.

Implementation Protocols (IP) and operational plans will continue to be negotiated with provinces and municipalities to guide the services and activities provided by the HDA. These agreements cover land assembly initiatives; upgrading of informal settlement; project pipelining; project implementation and site agency; and inter-governmental collaboration and municipal support – all of which are beginning to have an impact on the pace and quality of human settlements delivery.

The HDA anticipates taking transfer of various portions of well-located state-owned company (SOC) land. Various applications for funding to acquire this land were made by the HDA but to date no funding has been forthcoming. The limited acquisition of land by the HDA to date has been at the instruction of provinces that have provided the funds for this.

Despite the above, the HDA has had success in the release of state-owned land for human settlement development and surpassed its Outcome 8 target (for the previous MTSF period) by about 30 percent – releasing over 9000 hectares to the sector. Momentum is growing and the release of land is on track.

More recently, the HDA has also been providing extensive support for informal settlement upgrading - both as part of the NUSP programme and as part of agreements with various provinces. Upgrading informal settlements is a key component of the new MTSF priorities and the Department intends to upgrade 2200 informal settlements, directly addressing the difficulties facing the poorest of the poor. The HDA is working in partnership with the Department on this programme, as well as also working directly with provinces where implementation protocols are signed and providing a technical support and oversight role to assist these provinces to meet their targets on informal settlements upgrading.

1.3 Organisational environment

The HDA Board's term of office expired in May 2012. A new board was appointed by the National Minister on the 1 June 2012.

The HDA's organisational structure has changed over time as the business model has evolved. The organogram detailed below reflects changes in line with the strategic process and revisions undertaken in the 2013/14 financial year.

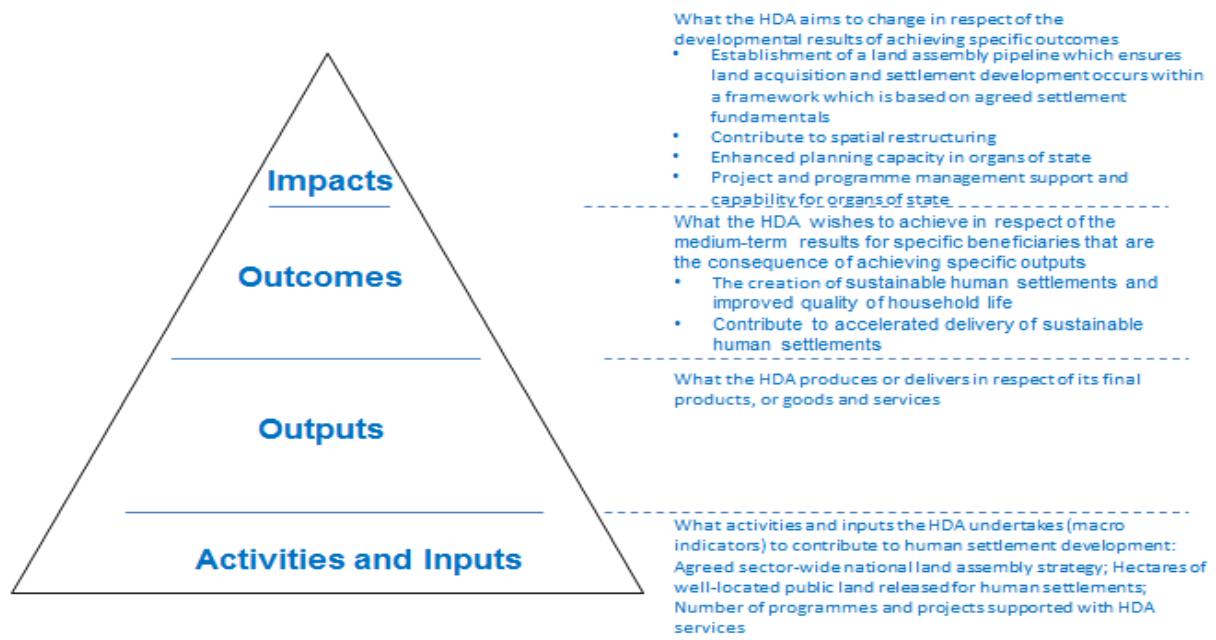
Management of the Agency: In terms of its macro structure, the Agency is managed by the Chief Executive Officer assisted by a senior management team, which includes the Chief Financial Officer and general managers.

Organisational structure and principles: The Agency's macro-organisational structure reflects the key operational functions as well as the key support capacity for the effective delivery on the Agency's mandate.

1.4 Macro performance indicators

The National Treasury guidance suggests the following framework for the development of indicators:

Figure 1: Impacts, Outcomes, Outputs, Activities and Inputs



In line with the above framework of National Treasury, with emphasis on the approach to develop outcomes with measurable outputs and optimal activities, the following macro performance indicators for the HDA have been defined (see table overleaf).

Table 1: Macro Performance Indicators

Macro Indicators	Goal and Programme Most Closely Linked to Achievement Indicator	Targets Estimates				
		2014/15	2015/16	2016/17	2017/18	2018/19
1) Develop, maintain and promote the Framework for Spatial Investment for Human Settlements (FSIHS) based on the Master Spatial Plan (MSP)	Programme 2 (a)	Develop the Master Spatial Plan	Complete the Framework for Spatial Investment for Human Settlements (FSIHS) and produce two monitoring reports on the implementation of spatial targeting against the framework	Produce two monitoring reports on the implementation of spatial targeting against the Spatial Investment framework (FSIHS)	Produce two reports monitoring the implementation of spatial targeting against the Spatial Investment framework (FSIHS)	Produce two reports monitoring the implementation of spatial targeting against the Spatial Investment framework (FSIHS)
2) Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	Programme 2 (b)	2500 hectares	3000 hectares	3000 hectares	1500 hectares	1500 hectares
3) Number of national priority programmes provided with support (Mining towns, Catalytic project, NUSP)	Programme 2 (b)	Programme plans developed for national priority programmes	3 national priority programmes provided with support	3	3	3
4) Number of provinces supported with HDA services	Programme 3	7	9 provinces supported with HDA services	9	9	9

Set out below are the HDA's macro indicators showing the Agency's audited performance over the previous three years, the current year and the anticipated indicators for the MTEF period in compliance with the National Treasury Framework for Strategic Plans and Annual Performance Plans.

Table 2: Housing Development Agency: Selected performance and operations indicators

Indicator	Programme	Actual Audited performance			Current	Projected		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Organisational effectiveness and financial sustainability	Administration	-	-	-	-	-	-	-
National sector-wide land assembly strategy	Land planning and assembly (Planning and information)	-	-	-	Master Spatial Plan developed	Land strategy developed and approved by HDA Board	Land strategy implementation plan developed and implemented	Land strategy implementation plan implemented
Number of Priority Development Areas (PHDA)	Land planning and assembly	-	-	3	--	-	-	-
Hectares of well-located land released for human settlements	Land and housing support services (Planning and information)	-	8000ha *	4250ha	2500ha	3000ha	3000ha	1500ha
Number of programmes and projects supported	Land and housing support services	20	20	20	-	-	-	-
Number of IGR protocols established and implemented	Administration	15	15	15	-	-	-	-
Number catalytic projects provided with implementation support and/or oversight as per business plans	Land and housing services					Implementation of 5 catalytic projects undertaken in addition to the 2 projects currently underway.	Implementation of 5 new catalytic projects	Implementation of 5 new catalytic projects
Number of provinces supported	Land and housing services	-	-	-	7	9	9	9
Number of national priority programmes provided with oversight						3	3	

Indicator	Programme	Actual Audited performance			Current	Projected		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
and implementation support (Mining towns, catalytic projects, NUSP)								

* Note: 8000 ha identified in 2011/12 not released

2 Revisions to Legislative & Other Mandates

There have been significant changes to the HDA's mandates with a new mandate being signed with the Minister of Human Settlements. The performance indicators and targets specified in this mandate can be seen in the table 3 below.

Table 3: Draft Mandate - Minister of Human Settlements and the HDA Board

Performance Indicators	Target (MTSF period)
1) Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	10 000 ha
2) Number of national priority programmes provided with oversight and implementation support (Mining towns, Catalytic project, NUSP)	3 national programmes supported
3) Number of provinces supported with HDA services	9 provinces
4) Develop, implement & maintain an approved Master Spatial Plan (MSP) for the human settlements sector	Ongoing

In addition the mandate indicates the following additional functions to be undertaken by the HDA;

- Management of the N2 Gateway Project in the Western Cape Province in terms of the approved Business Plan and related project agreements.
- Management of the Zanemvula Project in the Eastern Cape Province in terms of the approved Business Plan and related project agreements.

The 2015/16 annual plan is focused on incorporating this revised mandate into HDA's activities.

3 Overview of the 2015/16 Budget & MTEF Estimates

3.1 Expenditure estimates

The current (2014/15) MTEF allocation is R186,363m; 2015/16 is R246,617 m; 2016/17 is R246,572 m and 2017/18 is R296,657.

It is considered that in the light of the legislated functions that the Agency is to fulfil, the current MTEF allocation is inadequate and requires review. The above allocations are in line with the November 2012 MTEF guidelines which stipulated the CPIX and salary increase percentage rates.

MTEF budget is attached as [Annexure A](#).

3.2 Relating expenditure trends to strategic outcome oriented goals

The Agency's goals and strategic objectives are linked to its programmes and related indicators and targets. The budget is in turn linked to each programme and the targets to be achieved. Given the revised mandate the Agency's visionary goals, strategic objectives and programmes have been revised as shown in the table below.

Table 4: Strategic goals and objectives by programme

Programme		Strategic goal	Strategic objectives
Programme 1: Administration	1 (a) Finance	Provide financial sustainability	<ul style="list-style-type: none"> Effective internal control systems Implement business and financial model
	1(b) Corporate Services	Provide, operational efficiency and service excellence	<ul style="list-style-type: none"> The HDA is an internally cohesive and effective organisation with systems that are stable and accessible Congruent operational policies and processes
Programme 2: Planning and Information	Programme 2 (a) Policy, Research, Monitoring & Information	Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlements sector in achieving key national strategic priorities	<ul style="list-style-type: none"> Provide information and research in support of promoting spatial targeting Monitoring and evaluation of land development to measure effectiveness of spatial targeting in human settlements
	Programme 2 (b): National Programme	Support national programmes and developments, and	<ul style="list-style-type: none"> Release of land for human settlements development Specific support to national

Programme		Strategic goal	Strategic objectives
	Support		
Programme 3: Land & Housing Services		release well-located land for human settlements development	<p>priority programmes - catalytic projects, mining towns and NUSP</p> <ul style="list-style-type: none">Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development

4 Programme & Sub-Programme Plans

The following programmes were developed from the impacts, outcomes, outputs, visionary goals and strategic objectives noted in the previous section.

The specific strategic objectives linked to plans to give effect to these goals are found below under **Section 5: Operational Plans**.

4.1 Programme 1: Administration

The purpose of the programme is to provide financial sustainability, operational efficiency and service excellence providing overall organisational support services to operate and function as an organisation with a track record of quality, effective delivery and professional service.

The strategic objectives are:

- Effective internal control systems
- Implement business and financial model
- HDA is an internally cohesive and effective organisation with systems that are stable and accessible
- Congruent operational policies and processes

The programme will be structured as followed:

1(a): Financial Management

- Finance
- Budgets and Performance Information
- Supply Chain Management
- Risk Management and Compliance

1(b): Corporate Services

- HR management
- Records and document management
- Informal technology
- Facilities management
- Legal services

The CEO's office will no longer be reported as a separate programme as previously. In addition Inter Governmental Relations will no longer be a standalone activity as previously, but will be integrated into the work of Programmes 2 and 3.

A new functional activity reporting into the CEOs office will focus on strategic leadership and will include strategic planning and reporting, communications and marketing.

Key activities to be undertaken will include the following:

- In respect of financial sustainability:
 - Effective systems will be implemented to manage: finance, budgets and performance management compliance, SCM and risk management and compliance.
 - An effective budget and financial model will be implemented to ensure that expenditure is within a 5% variance of budgeted funds received.
- In respect of organisational effectiveness:
 - Sufficient and appropriately skilled human resource capacity will be contracted.
 - A document management system will be implemented and utilized.
 - Standard automated operational procedures and systems will be put in place within the organisation that is accessible by the regions

4.2 Programme 2: Planning & Information

This programme is divided into two sub-programmes.

2(a): Policy, Research, Monitoring and Information

The purpose of this programme is to build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in achieving key national strategic priorities.

The strategic objectives are:

- To provide information and research in support of promoting spatial targeting
- Monitoring and evaluation of land development to measure effectiveness of spatial targeting in human settlements

Key activities include:

- Updating and promoting the Strategic Master Spatial Plan
- Developing a coherent and inclusive land strategy, policy and programme for human settlements in line with the Strategic Master Spatial Plan
- Implementing a Monitoring and Evaluation Framework and plan for land and housing development against agreed framework
- IGR, communications and stakeholder relations

2(b): National Programme Support

The purpose of this programme is to identify, plan and package national priority programmes, as well as developments on HDA owned land. This programme will also be responsible for the release of well-located land for human settlement development.

The strategic objectives are:

- Release of land for human settlements development
- Specific support to national priority programmes, namely catalytic projects, mining towns and NUSP

The key activities include:

- Releasing well-located land for housing and human settlements targeting poor and lower middle income households. This activity will comprise both identifying and releasing land at a national level, as well as land release through the regions providing support to provinces and municipalities (see programme 3 below).
- Undertaking planning assessments and due diligence on land identified for acquisition.
- Preparing and packaging human settlement developments initiated by the HDA.
- Providing support to national priority programmes (catalytic, mining towns and NUSP)

4.3 Programme 3: Land and Housing Services

The purpose of this programme is to provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlement sector. It also provides implement support to projects packaged by Programme 3.

The strategic objective is:

- Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development

The key activities include:

- Providing support to nine provinces supported by signed agreements and formal requests.
- Providing implementation support of national priority programmes (catalytic, mining towns and NUSP)

The support provided by the HDA includes a package of services from which provinces and municipalities can select. The support to be provided is detailed in an MTOP which sets out and the detailed activities to be undertaken over a period of time to meet agreed outcomes. The support areas may include but are not limited to:

- Programme and project portfolio management support
- Informal settlement upgrading support
- Emergency housing support
- Land assembly and land acquisition/release support
- Land holding support
- Land geo-spatial services
- IGR support
- Project technical implementation support
- Section 29 mandated projects where the HDA acts as an implementing agent - N2 Gateway and Zanemvula
- Specific support for the implementation of NUSP, catalytic projects/mining towns

5 Programme Plans

5.1 Annual performance plans for MTEF period 2015/16 to 2017/18

PROGRAMME 1: Administration		Programme Strategic Goal: Provide financial sustainability			
SUB-PROGRAMME 1a: Finance					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Effective internal control systems	Implement effective systems to manage: finance, budgets and performance management, SCM, risk management and compliance	Obtain unqualified financial audit opinion on the financial statements from external auditors	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015	Obtain unqualified financial audit report for 2015/16 from external auditors published by 30 August 2016	Obtain unqualified financial audit report for 2016/17 from external auditors published by 30 August 2017
Financial sustainability	To ensure that the HDA is financially sustainable over the period of the MTEF	Implemented budget and financial model	Ensure that expenditure is within a 5% variance (over or under) of budgeted funds received	Ensure that expenditure is within a 5% variance (over or under) of budgeted funds received	Ensure that expenditure is within a 5% variance (over or under) of budgeted funds received

PROGRAMME 1: Administration		Programme Strategic Goal: Provide operational efficiency and service excellence			
SUB-PROGRAMME 1b: Corporate Services		Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Strategic Objective	Measurable Objective (Strategic Activities)				
The HDA is an internally cohesive and effective organisation with systems that are stable and accessible	Employ appropriate skills and processes to achieve HDA targets	Sufficient and appropriately skilled human resource capacity employed	100% of positions filled in accordance with approved establishment	100% of positions filled in accordance with organisation structure requirements	100% of positions filled in accordance with organisation structure requirements
		Implementation of training and development plan	Implementation of training and development plan	Implementation of training and development plan	Implementation of training and development plan
		Document management manual and plan developed and implemented	Document management manual and implementation plan developed	Document management plan implemented	Document management plan monitored and implemented
		Standard automated operational procedures and systems within the HDA accessible to the regions	Two standard operational procedures automated and made accessible to all regions	Two standard operational procedures automated and made accessible to all regions	Two standard operational procedures automated and made accessible to all regions

PROGRAMME 2: Planning & Information		Sub-Programme Strategic Goal: Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in achieving key national strategic priorities			
SUB-PROGRAMME 2 (a): Policy, Research, Monitoring and Information					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Provide information and research in support of promoting spatial targeting	Develop, maintain and promote the Framework for Spatial Investment for Human Settlements (FSIHS) based on the Master Spatial Plan (MSP)	The FSIHS (based on MSP) is developed and promoted, and the implementation of spatial targeting is monitored against the framework	Complete the Framework for Spatial Investment for Human Settlements (FSIHS) and produce two monitoring reports on the implementation of spatial targeting against the framework (FSIHS)	Produce two reports monitoring the implementation of spatial targeting against the Spatial Investment framework (FSIHS)	Produce two reports monitoring the implementation of spatial targeting against the Spatial Investment framework (FSIHS)
			9 communication sessions promoting spatial targeting held in each province	9 communication sessions promoting spatial targeting held in each province	9 communication sessions promoting spatial targeting held in each province
	A coherent and inclusive land framework and policy for human settlements in line with the MSP	Approved and maintained land framework and policy for human settlements	Land policy and framework developed and approved by HDA Board	Communication and maintenance of land policy and framework	Communication and maintenance of land policy and framework
	Information systems for the human settlement sector	Quarterly reports on Information Systems support provided to the sector	4 quarterly reports on information systems support provided	4 quarterly reports on information systems support provided	4 quarterly reports on information systems support provided
Monitoring and evaluation of land development to measure effectiveness of spatial targeting in human settlements	Implement a Monitoring and Evaluation Framework and plan for land and housing development	Implemented Monitoring and Evaluation framework plan for land and housing development	Monitoring and evaluation framework plan developed and implemented	Monitoring and evaluation framework plan implemented	Monitoring and evaluation framework plan implemented

PROGRAMME 2: Planning & Information		Sub-Programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlements development			
SUB-PROGRAMME 2 (b): National Programme Support					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Release of land for human settlements development	Release of well- located land for housing and human settlements targeting poor and lower middle income households	Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	3000 hectares of well-located land released	3000 hectares of well-located land released	1500 hectares of well-located land released
Specific support to national priority programmes - catalytic projects, mining towns and NUSP	Preparing and packaging of national priority programmes, namely catalytic projects, mining towns and NUSP	Quarterly reports on support provided to NUSP as per the agreed business plan	4 quarterly reports on support provided to NUSP as per agreed plan	4 quarterly reports on support provided to NUSP as per agreed plan	4 quarterly reports on support provided to NUSP as per agreed plan
		Quarterly reports on support provided catalytic projects / mining towns as per the agreed business plan	4 quarterly reports on support provided to catalytic projects / mining towns as per agreed plan	4 quarterly reports on support provided to catalytic projects / mining towns as per agreed plan	4 quarterly reports on support provided to catalytic projects / mining towns as per agreed plan

PROGRAMME 3: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector			
SUB-PROGRAMME 3: Region 1					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Enhancing capacity, support and technical skills of provinces and municipalities for human settlements development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Quarterly reports on support provided to provinces (including specific implementation support to national priority programmes in the provinces) as per the agreed business plans	20 quarterly reports on support provided to provinces	20 quarterly reports on support provided to provinces	20 quarterly reports on support provided to provinces

PROGRAMME 3: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector			
SUB-PROGRAMME 3: Region 2					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	2016/17 Target	2017/18 Target
Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Quarterly reports on support provided to provinces (including specific implementation support to national priority programmes in the provinces) as per the agreed business plans	16 quarterly reports on support provided to provinces	16 quarterly reports on support provided to provinces	16 quarterly reports on support provided to provinces

5.2 Annual performance plan 2015/16

PROGRAMME 1: Administration		Programme Strategic Goal: Provide financial sustainability						
SUB-PROGRAMME 1a: Finance		Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Strategic Objective	Measurable Objective (Strategic Activities)			Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	
Effective internal control systems	Implement effective systems to manage: finance, budgets and performance management, SCM, risk management and compliance	Obtain unqualified financial audit opinion on the financial statements from external auditors	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	
Financial sustainability	To ensure that the HDA is financially sustainable over the period of the MTEF	Implemented budget and financial model	Ensure that expenditure is within a 5% variance (over or under) of budgeted funds received	Quarterly expenditure review undertaken by programme and mitigating actions undertaken to achieve target	Quarterly expenditure review undertaken by programme and mitigating actions undertaken to achieve target	Quarterly expenditure review undertaken by programme and mitigating actions undertaken to achieve target	Quarterly expenditure review undertaken by programme and mitigating actions undertaken to achieve target	

PROGRAMME 1: Administration		Programme Strategic Goal: Provide operational efficiency and service excellence						
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
The HDA is an internally cohesive and effective organisation with systems that are stable and accessible		Sufficient and appropriately skilled human resource capacity employed	100% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	
		Bi-annual reports on the implementation of training and development plan		1 report on the implementation of training and development plan			1 report on the implementation of training and development plan	
		Document management manual and plan developed and implemented	Document management manual and implementation plan developed	Review of existing document management document	Draft document management manual	Final document management manual submitted to Exco for approval	Implementation plan developed and approved by Exco	
		Standard automated operational procedures and systems within the HDA accessible to the regions	Two standard operational procedures automated and made accessible to all regions	One operational procedure automated	One operational procedure automated	Operational procedures automated are maintained and planning for next financial year's targets commenced	Operational procedures are maintained	

PROGRAMME 2: Planning & Information		Sub-Programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Provide information and research in support of promoting spatial targeting	Develop, maintain and promote the Framework for Spatial Investment for Human Settlements (FSIHS) based on the Master Spatial Plan (MSP)	The FSIHS (based on MSP) is developed and promoted, and the implementation of spatial targeting is monitored against the framework	Complete the Spatial Investment Framework (FSIHS) and produce two monitoring reports on the implementation of spatial targeting against the framework	The draft FSIHS completed	1 monitoring report on the implementation of the spatial targeting against the framework	The final FSIHS is completed and submitted to NDHS	1 monitoring report on the implementation of the spatial targeting against the framework
			9 communication sessions promoting spatial targeting held in each province	1 communication session promoting spatial targeting held in one province	3 communication sessions promoting spatial targeting held in three provinces	3 communication sessions promoting spatial targeting held in three provinces	2 communication sessions promoting spatial targeting held in two provinces
	A coherent and inclusive land framework and policy for human settlements in line with the MSP	Approved and maintained land framework and policy for human settlements	Land policy and framework developed and approved by HDA Board		1 draft land policy and framework developed	1 draft land policy and framework finalised	1 land policy and framework approved by the HDA Board
	Information systems for the human settlement sector	Quarterly reports on Information Systems support provided to the sector	4 quarterly reports on information systems support provided	1 quarterly report on information systems support provided	1 quarterly report on information systems support provided	1 quarterly report on information systems support provided	1 quarterly report on information systems support provided

Monitoring and evaluation of land development to measure effectiveness of spatial targeting in human settlements	Implement a Monitoring and Evaluation Framework and plan for land and housing development	Implemented Monitoring and Evaluation framework plan	Monitoring and evaluation framework plan developed and implemented	1 M&E framework plan	1 M& E implementation report	1 M& E implementation report	1 M& E implementation report
------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------	------------------------------------------------------	--------------------------------------------------------------------	----------------------	------------------------------	------------------------------	------------------------------

PROGRAMME 2: Planning & Information		Sub-Programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development					
SUB-PROGRAMME 2 (b): National Programme Support							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Release of land for human settlements development	Release of well- located land for housing and human settlements targeting poor and lower middle income households	Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	3000 hectares of well-located land released	-	1500 hectares of well-located land released	-	1500 hectares of well-located land released
Specific support to national priority programmes - catalytic projects, mining towns and NUSP		Quarterly reports on support provided to NUSP as per the agreed business plan	4 quarterly reports on support provided to NUSP as per agreed plan	1 quarterly report on support provided to NUSP as per agreed plan	1 quarterly report on support provided to NUSP as per agreed plan	1 quarterly report on support provided to NUSP as per agreed plan	1 quarterly report on support provided to NUSP as per agreed plan
		Quarterly reports on support provided to catalytic projects / mining towns as per the agreed business plan	4 quarterly reports on support provided to catalytic projects / mining towns as per agreed plan	1 quarterly report on support provided to catalytic projects / mining towns as per agreed plan	1 quarterly report on support provided to catalytic projects / mining towns as per agreed plan	1 quarterly report on support provided to catalytic projects / mining towns as per agreed plan	1 quarterly report on support provided to catalytic projects / mining towns as per agreed plan

PROGRAMME 3: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector						
SUB-PROGRAMME 3: Region 1								
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Enhancing capacity, support and technical skills of provinces and municipalities for human settlements development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Quarterly reports on support provided to provinces (including specific implementation support to national priority programmes in the provinces) as per the agreed business plans	20 quarterly reports on support provided to provinces	5 quarterly reports on support provided to provinces	5 quarterly reports on support provided to provinces	5 quarterly reports on support provided to provinces	5 quarterly reports on support provided to provinces	

PROGRAMME 3: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector						
SUB-PROGRAMME 3: Region 2								
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2015/16 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Quarterly reports on support provided to provinces (including specific implementation support to national priority programmes in the provinces) as per the agreed business plans	16 quarterly reports on support provided to provinces	4 quarterly reports on support provided to provinces	4 quarterly reports on support provided to provinces	4 quarterly reports on support provided to provinces	4 quarterly reports on support provided to provinces	

