

## Working for integration



### The Housing Development Agency Five Year Strategic Plan **2014/15 to 2018/19**

Final submission, 6 February 2015

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## Acronyms & Abbreviations

CEO	Chief Executive Officer
CFO	Chief Financial Officer
HDA	Housing Development Agency
IP	Implementation Protocol
JCC	Joint Coordinating Committee
LA	Local Authority
LAPGIS	Land and Property Spatial Information System
MEC	Member of Executive Committee
MTEF	Medium-Term Expenditure Framework
MTOP	Medium-Term Operational Plans
MTSF	Medium-Term Strategic Framework
NaHSLI	National Human Settlement Land Index
NDHS	National Department of Human Settlements
NUSP	National Upgrading Support Programme
PHDA	Priority Housing Development Areas
SCM	Supply Chain Management
SLA	Service Level Agreement
SOC	State Owned Corporations

## Foreword by the chairperson

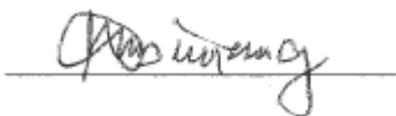
Our new Five Year Strategic Plan for the period 2014/15 to 2018/19 incorporates the extensive experience HDA has acquired over 6 years in key aspects of human settlement delivery throughout the country. We have unparalleled knowledge of land assembly, informal settlement upgrades, project management (including mega project management), and project pipeline development. Our land identification and profiling geospatial tools, namely the Land and Property Spatial Information System (LAPSIS) and National Human Settlement Land Index (NaHSLI) have been widely used, and allowed us to develop a strategic (master) spatial planning framework for the sector as a whole. This experience covers the public and private sectors, the formal and informal property markets, as well as urban and rural environments. And I am pleased to say most of this intellectual capital and practical experience has been captured in an extensive library of publications, all of which are easily accessible on our website.

From an operational point of view I am pleased to observe that the HDA has established a reputation for delivery on time and within budget. We have grown beyond a single, central office based in Johannesburg and two project offices based in Cape Town and Port Elizabeth, to 5 regional offices supporting agreements with 6 provinces and 5 metros as well as the national programmes for 50 mega projects including informal settlement upgrades, and the development of 23 mining towns. Our new strategic plan calls for additional capacity to support offices in all 9 provinces as well as an important new role as a public sector developer.

From a funding point of view, the Agency was able to justify increased funding support through achieving the targets set by both the National Department and the various provincial and operational agreements. Our growth in activity and funds under management have required a commensurate increase in financial and risk management and management systems. Our track record of 5 unqualified audit reports is testimony to the Agency's ability to manage the growth. However it should be noted that the new strategic plan does provide for the development of a business model and new systems to ensure we are able to manage and control the growth expected of us. It must also be noted that additional funds would be required if we are to meet the expectations required of us in the newly published Medium Term Strategic Framework.

In terms of this new mandate, 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, supporting the 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 for the next five years as set out in this strategic plan are framed within the national focus and these specific requirements.

On behalf of the Board I am pleased to present the HDA's Five Year Strategic Plan 2014/15 to 2018/19. It is our view that the plan continues to provide a secure basis for sustained growth and delivery and for the HDA to continue to make a contribution towards achieving government's human settlements goals.

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 Strategic Plan:

- 1) Was developed by the management of the Housing Development Agency (HDA) under the guidance of the HDA Board
- 2) Takes into account all the relevant policies, legislation and other mandates for which the HDA is responsible
- 3) Accurately reflects the strategic outcome oriented goals and objectives which the HDA will endeavour to achieve over the period 2014/15 to 2018/19
- 4) Was approved at an HDA Board meeting held on 29 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 Part A: Strategic Overview

### 1.1 Establishment of the HDA

The Housing Development Agency (HDA) is a national public development agency that promotes sustainable communities by making well-located and appropriately-planned land and buildings available for the development of human settlements. As its primary activity, the HDA assembles state, private and communal land and buildings and releases it for human settlement development. In addition the HDA provides land and housing delivery support services to organs of state at local, provincial and national level. The HDA is established in terms of the Housing Development Agency Act No 23 of 2008 (the HDA Act).

### 1.2 Classification of the agency

The HDA Act established the Agency as a juristic person operating as a national public entity which has been classified in terms Schedule 3A of the Public Finance Management Act. The HDA is an agent of the National Department of Human Settlements (NDHS), and thus extends the Department's and the sector's capability with respect to the identification, planning, acquisition, holding and disposal of well-located land and buildings for the development of human settlements. It also extends the Department's capability with respect to associated project management and development services.

### 1.3 Vision statement

Vibrant communities, living on well-located land.

### 1.4 Mission statement

Building partnerships to create integrated and sustainable human settlements.

### 1.5 Guiding values

The HDA has defined the following guiding values in its operations:

- Performance-orientated
- Excellence
- Accountability
- Teamwork

These guiding values are supported by the following principles:

- Respect
- Trust
- Care
- Integrity

## 1.6 Legislative and other mandates

### 1.6.1 Legislative mandate

The HDA Act provides for the establishment of the HDA and sets out the objects, roles, powers and duties of the Agency.

The functions of the HDA are provided in Section 7 (1) of the HDA Act and are listed in the table below.

**Table 1: Functions of the HDA as defined by the HDA Act**

HDA Act Section	Deliverable/ Service/ Product
7(1) (a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities	<ul style="list-style-type: none"> <li>Strategic plan</li> </ul>
7(1) (b) 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	<ul style="list-style-type: none"> <li>Land assembly plans</li> <li>Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>
7(1) (c) Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law	<ul style="list-style-type: none"> <li>Statutory and project development documentation</li> <li>Preparing approvals for submission</li> </ul>
7(1) (d) Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements	<ul style="list-style-type: none"> <li>Land acquisition status reports</li> </ul>
7(1) (e) Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery	<ul style="list-style-type: none"> <li>Capacity support services and the Municipal Support Programme</li> <li>Developing good practices, templates, documentation and forms to facilitate approval applications</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> </ul>
7(1) (f) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services	<ul style="list-style-type: none"> <li>Collaboration agreements with organisations of state</li> </ul>

HDA Act Section	Deliverable/ Service/ Product
7(1) (g) Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development	<ul style="list-style-type: none"> <li>● Acquisition of identified land, holding and releasing of land</li> <li>● Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>
7(1) (h) Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development	<ul style="list-style-type: none"> <li>● Projects</li> <li>● Developing good practices, templates, documentation and forms to facilitate approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> <li>● Providing contract management services</li> <li>● Providing project structuring, assembly and packaging services</li> </ul>
7(1) (i) 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	<ul style="list-style-type: none"> <li>● Land assembly and acquisition contracts</li> <li>● Identifying, acquiring, managing and developing land for human settlements for organs of state</li> </ul>
7(1) (j) Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> </ul>
7(1) (k) Assist organs of state with the upgrading of informal settlements	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> </ul>

HDA Act Section	Deliverable/ Service/ Product
7(1) (l) Assist organs of state in respect of emergency housing solutions	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Preparing approvals for submission</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> <li>● Identifying, acquiring, managing and developing land for human settlements for organs of state</li> <li>● Providing contract management services</li> <li>● Providing project structuring, assembly and packaging services</li> </ul>
7(2) (b) Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency	<ul style="list-style-type: none"> <li>● Risk and fraud mitigation measures</li> </ul>
7(2) (d) Introduce and manage a land inventory and information system	<ul style="list-style-type: none"> <li>● Relevant systems</li> <li>● National Human Settlements Land Inventory</li> <li>● Land and Property Spatial Information System</li> </ul>
7(3) (a) Declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks (b) Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a) (c) Implement such measures as may be prescribed to fast-track housing development in the declared priority housing development areas	<ul style="list-style-type: none"> <li>● Facilitate approval and declaration of PHDAs</li> <li>● Enabling projects in priority housing development areas</li> </ul>

The above functions, products and services are subject to criteria that are defined in S7 (2) of the Act, as follows:

- 7 (2) (a): ensure that residential and community developments are sustainable, viable and appropriately located

- 7 (2) (c): ensure that job creation is optimised in the process of residential and community development
- 7 (2) (e): ensure that community participation takes place

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.

### **1.6.2 Five-year written mandate between the Minister and the HDA board**

The HDA Act requires that a written mandate is concluded between the Minister of Human Settlements and the HDA which sets out the operational and performance indicators against which the performance of the HDA is measured.

A new written mandate between the Minister of Human Settlements and the HDA Board is being prepared for signing by the two parties. The performance indicators and targets specified in this mandate can be seen in the table below.

**Table 2: Draft Mandate - Minister of Human Settlements and the HDA Board**

<b>Performance Indicators</b>	<b>Target (MTSF period)</b>
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.

### **1.6.3 Expectations of the Minister**

Over and above the mandate, the Minister has additional expectations as indicated in a number of discussions and presentations. The key components of these expectations that directly relate to the HDA are as follows:

- The HDA will be responsible for the revitalisation programme for **23 mining towns**.
- **HDA will be part of a team responsible for identifying and implementing 50 mega projects over the next five years.** These are seen to be catalytic projects comprising at least 10,000 housing units and 5,000 informal settlement upgrades. The projects need to be selected on the basis that they will have a significant impact on the environment.
- **N2 Gateway to be refocused as a national priority project.** The lessons learnt from the project need to be documented and the project closed.
- **A credible housing database** covering both housing and land needs to be established.
- **The HDA should be restructured so as to become a fully-fledged developer** whose job is not only to acquire and prepare land, but to facilitate the development and project manage agreed projects.
- The **HDA is responsible for developing a strategic (master) spatial plan** which will create a framework within which project funding will flow.

### **1.6.4 Medium Term Strategic Framework (2014)**

On the basis of the new Medium Term Strategic Framework (2014) the HDA anticipates being directly responsible for the acquisition of 10 000 hectares of well-located publicly owned land and buildings released for human settlement development. In addition the HDA will be required to contribute towards the provision of 1.5 million housing opportunities in quality living environments by 2019, as well as the implementation of 50 catalytic projects.

### **1.6.5 Other policy mandates**

The core policy approaches underpinning South Africa's national housing programme are reflected through the following policy documents and legislation<sup>1</sup>:

- The Constitution of South Africa, 1996 (Act No. 108 of 1996)
- The Housing Act, 1997 (Act No. 107 of 1997 as amended in 1999 and 2001)

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<sup>1</sup> Financial and Fiscal Commission, Options analysis: Alternative paradigms for housing delivery in South Africa, Final Report, October 2012

- The Comprehensive Plan 'Breaking New Ground in Housing Delivery', National Department of Housing, September 2004
- Outcome 8, Sustainable Human Settlements and an improved quality of household life, 2010 and as amended in 2015
- The National Development Plan, Vision for 2030, National Planning Commission, November 2011

## 1.7 Situational analysis

### 1.7.1 HDA's operating environment

The **human settlement sector** in South Africa is concerned with the delivery of basic services and houses within a spatial framework which relies on good location and transport infrastructure to ensure good access to the necessary economic and social infrastructure and opportunities sought by households and communities. For the housing sector to operate effectively there also needs to be the required management and maintenance of public infrastructure and public environments, as well as inclusive markets in respect of housing and other human settlement related fixed investments (industrial, commercial and retail facilities). A **functional housing** sector therefore comprises a complex interplay of market forces, private sector firms, governmental roles and regulation, financing and facilitative interventions, as well as the inputs and responsibilities of households themselves.

Currently the human settlement sector faces a number of key challenges which are entrenched and are severely inhibiting the supply of appropriate housing products and the effective functioning of the sector. These challenges were in existence when the HDA was established and continue to undermine delivery within the sector. The challenges that are particularly relevant to the HDA include the following<sup>2</sup>:

- **Access to bulk Infrastructure:** Municipalities are responsible for developing and financing bulk infrastructure, the costs of which are traditionally recouped through imposing development charges on new housing development. Bulk infrastructure development is not occurring in a manner that supports and unlocks land for housing development. Bulk infrastructure is either not available either because of a lack of funding or as a result of planning delays. In the short term, this affects the ability of developers to obtain service agreements for new developments and in some cases leads to broken agreements that threaten project feasibility and developer sustainability. In the medium to long term, it threatens the sustainability of human settlements.
- **Rehabilitation of the infrastructure network in existing formal areas including the capacity to densify:** Municipalities in South Africa are not making adequate provision for the long-term preventive maintenance, refurbishment and eventual replacement of their infrastructure. In the medium term this impacts on

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<sup>2</sup> Adapted from Financial and Fiscal Commission, Options analysis: Alternative paradigms for housing delivery in South Africa, Final Report, October 2012

the sustainability of existing residential areas and of the ability to densify such areas.

- **Lack of access to incremental end user finance:** For individuals earning below R3,500 per month or who are not formally employed, the only form of end user finance for purchasing or upgrading a house that is accessible are incremental or small loans. However the cost of such unsecured debt is high.  
Further high levels of unemployment and indebtedness (see below) restricts the ability of individuals to access such funding.
- **Lack of access to affordable end user mortgage finance:** Mortgage finance is only affordable to households earning above approximately R7,000. For a range of reasons financial institutions are reluctant to extend mortgage finance for housing, as they focus their limited capital on other asset classes.
- **High levels of household indebtedness:** Household indebtedness is extremely high. This leaves little disposable income and constrained affordability for additional credit, and over-extends those with high proportions of household debt.
- **Limited access to land for lower income housing:** There is limited access to well-located land largely due to the costs of and difficulties in accessing well-located state land and acquiring well-located private land, due to a lack of appropriate fiscal instruments and incentives.
- **Extended period for municipal planning and proclamation approvals:** There is an extended period for municipal planning and proclamation approvals due to onerous regulatory requirements and inadequate capacity within municipalities. This increases the cost of development and undermines the viability of projects.
- **Land use municipal regulation (subdivision and adding of rental units):** There are extensive delays in respect of zoning approvals and issuing development rights, which causes extensive delays and inhibits the densification of existing residential areas.
- **Backlogs in registered ownership:** A study by Urban LandMark (2012) reveals that the registration of title to subsidy properties in favour of beneficiaries is not happening in approximately one third of cases. The study estimates that just over one third (35%) of all houses delivered through the housing subsidy scheme have not been provided with a title deed, amounting to approximately one million housing subsidy beneficiaries.
- **Informal settlements:** The existence of informal settlements and the low quality of housing and marginalisation in respect of access to public services, municipal management and urban facilities to their occupants is a key challenge. Over the past five years there has been increasing government support to address this challenge through the upgrading of informal settlements. To this end the National Upgrading Support Programme has been established to support municipalities to undertake **this**.
- **The compact city:** South African cities are characterised by an inefficient and inequitable spatial structure which comprises very low densities, the poor located on the periphery of the city often in areas that are marginalised and a lack of cost

effective transport systems. Increasingly there is recognition that the spatial intervention to address this issue is linked to the creation of affordable transportation networks that link low income residential areas to cities.

- **The existing housing market:** There is a recognition among stakeholders that the existing housing market is effective for upper middle and high income households (households earning approximately above R15,000 per month). However the housing market is currently not effective for lower middle and low income households. In this regard there is a lack of access to serviced stands, housing products and end user finance.

### **1.7.2 Performance environment**

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 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 will continue to provide support services and will extend its current five regional offices to all nine provinces.

It is noted that 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 urgently.

Within this environment, and as noted below, the HDA has achieved much since its inception. The changes required to meet the targets of the Strategic Plan are discussed below.

### **1.7.3 Key achievements of the HDA since its inception**

- In excess of 68 000 hectares of land has been identified.
- The HDA has facilitated the release of over 11 000 hectares of state-owned land for human settlement development.
- Two Johannesburg inner city buildings/properties have been transferred into the agency's name for development by a social housing institution for rental purposes.
- A Joint Coordinating Committee on State Land Release (JCC) has been established.
- A policy outlining the criteria for identifying land, and a procedure for the transfer of state-owned land to the HDA has been finalised with the relevant state departments.

Policy options for compensation of SOCs for land released for human settlements are also being explored within the JCC and in particular with the Department of Public Enterprises.

- The spatial analysis systems and capability developed by the HDA - LAPSIS (Land and Property Spatial Information System) and NaHSLI (National Human Settlements Land Index) is proving invaluable in support of the Agency's land identification and planning services and its work with the provinces.
- The Priority Housing Development Areas policy and regulations have been gazetted.
- Seventeen Implementation Protocols with Provinces and Municipalities have been formalised and signed.
- Five Medium Term Operational Plans arising from the implementation protocols have been signed with Northern Cape, Limpopo, Free State, Mpumalanga and KwaZulu-Natal.
- Zanemvula and N2 Gateway have performed well over the period.
- The HDA has operated within the grant and other funds provided.
- The HDA has achieved unqualified audits since its inception.

## 1.8 Organisational environment

### 1.8.1 Strategic planning process

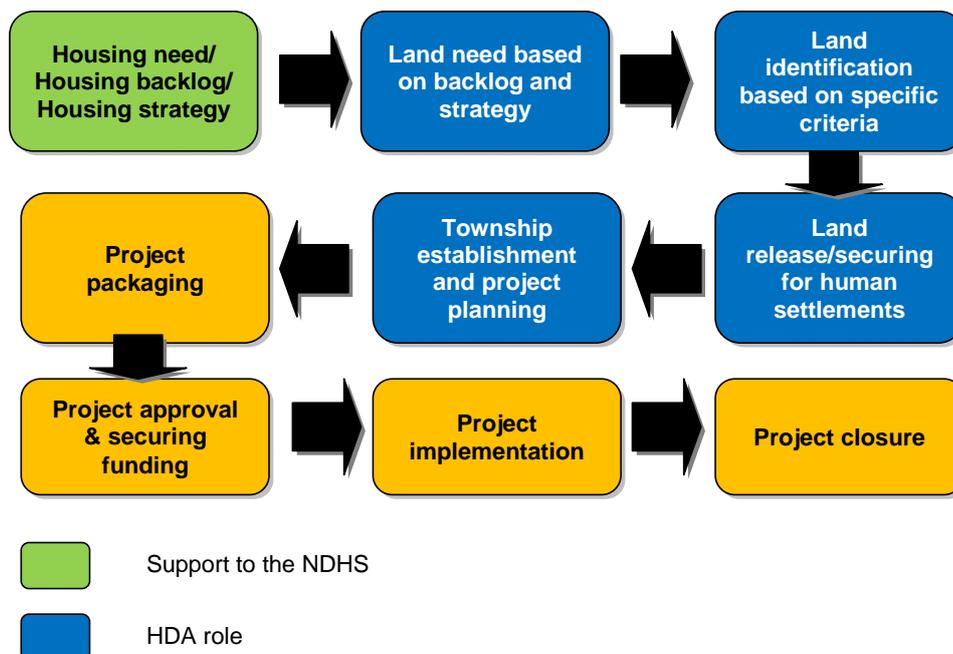
The HDA contributes to the realisation of the human settlement development priorities working in collaboration with various other stakeholders. In giving effect to the legislated functions of the Agency and the prevailing needs, priorities and expectations in the human settlement development sector (see section 1.6 and 1.7 above), the Agency undertook a comprehensive strategic planning process to align its focus and activities with the new MTSF and the Minister’s priorities. The process comprised a review of the first five years of the HDA operations, the current business model, the context in which it is operating and where it needs to focus its energy and activities. An external facilitator was appointed to guide the process. All staff (head office and the regions) and the Board actively participated in the process.

The key findings from the strategic planning process were the following:

- **The HDA operates in a unique space** being the only public entity with a specific focus on land issues. In addition the HDA has developed project implementation support capacity that is extremely effective in supporting all spheres of government in implementing integrated human settlement programmes.

The figure below indicates where the HDA fits into the human settlements value chain.

Figure 1: Where HDA fits in the human settlements value chain

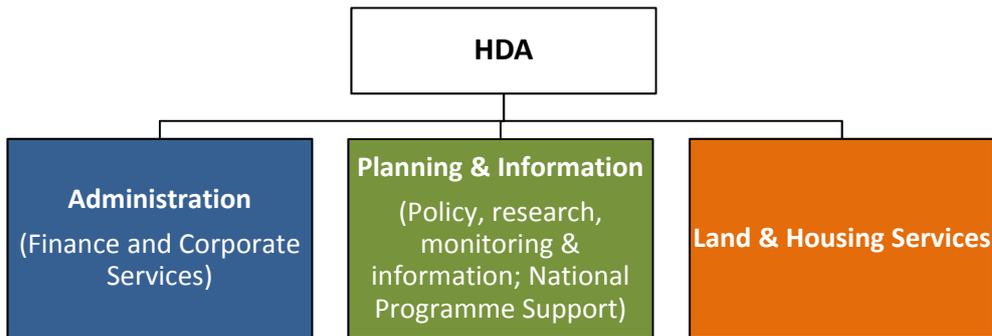


- The **HDA's current business model involves an integrated process of providing project management support** and on the basis of this undertaking the land identification, development and release functions. Key principles of the model are:
  - Land identification, development and release must occur within the framework of human settlement delivery as being undertaken by municipalities. Consequently this function is undertaken through agreements with municipalities and in response to requests made by them.
  - Project management support is used as the basis by which land identification, development and release occurs.
  - Local focus and driven through regional offices.
- In **order to deliver as developer, the HDA would need to establish sufficient capacity and funding**. The initial target for developments should be on land owned by HDA.
- **The Schedule 3a Public Entity status of the HDA limits its scope for raising own funds either through fees or the utilisation of land sales and loans**. Importantly key transactions and the retention of surpluses are subject to Treasury approval. This has been a key prohibiting factor that has undermined the HDA's ability to acquire and release land for human settlement development. This needs to be addressed if the HDA is to perform the Ministers expected role of a developer.
- The **HDA's overall balance sheet is healthy but insufficient to undertake any significant land transactions**. The bulk of the expenditure, as well as staffing, is allocated to project support / implementation (the bulk of which sits in regions / projects). By far the most significant income source is grants, with management fees still very limited as a source of income (although this is increasing). The HDA has managed to deliver annual operating surpluses over the last four years.
- **Two key ratios are critical in respect of HDA going forward namely cost to income ratio and the staff to income ratio**. HDA needs to monitor these ratios as this is where it is vulnerable from a financial and sustainability point of view. Going forward the total cost to income ratio should not go higher than 95%.

In response to the above, the HDA has revised its functions, goals and strategic objectives in order to better direct the work and activities of the Agency.

The strategic planning process determined that for the five year period of this strategic plan the HDA should have three key functions as shown in the figure below.

**Figure 2: HDA revised functions**



The above functions were mapped against the HDA Act and the ministerial mandate (see sections 1.6.1 and 1.6.2 above) and as shown in the table below and form the basis by which the organisational structure has been revised. In addition the key activities of the organisation over the next five years will be undertaken within these functions.

**Table 3: HDA revised functions mapped against the Ministerial Mandate and HDA Act**

Ministerial Mandate	Deliverable / Service/ Product	Function
Develop, implement & maintain an approved Master Spatial Plan (MSP) for the human settlements sector	<ul style="list-style-type: none"> <li>1 (ongoing implementation)</li> </ul>	Planning & Information (Policy, research, monitoring and information)
Number of catalytic projects (including mining towns) provided with implementation support and/or oversight as per business plans	<ul style="list-style-type: none"> <li>20 catalytic projects</li> </ul>	Land & Housing Services
		Planning & Information (National Programme Support)
Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	<ul style="list-style-type: none"> <li>10 000 ha</li> </ul>	Planning & Information (National Programme Support)
Number of provinces (municipalities included in support to province) supported with HDA services	<ul style="list-style-type: none"> <li>9 provinces</li> </ul>	Land & Housing Services

HDA Act Section	Deliverable / Service/ Product	Function
7(1) (a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities	<ul style="list-style-type: none"> <li>Strategic plan</li> </ul>	Planning & Information (Policy, research, monitoring and information)
7(1) (b) 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	<ul style="list-style-type: none"> <li>Land assembly plans</li> <li>Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>	Land & Housing Services
7(1) (c) Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law	<ul style="list-style-type: none"> <li>Statutory and project development documentation</li> <li>Preparing approvals for submission</li> </ul>	Land & Housing Services
7(1) (d) Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements	<ul style="list-style-type: none"> <li>Land acquisition status reports</li> </ul>	Planning & Information (National Programme Support)
7(1) (e) Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery	<ul style="list-style-type: none"> <li>Capacity support services and the Municipal Support Programme</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Developing good practices, templates, documentation and forms to facilitate approval applications</li> </ul>	Land & Housing Services
		Planning & Information (Policy, research, monitoring and information)
7(1) (f) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services	<ul style="list-style-type: none"> <li>Collaboration agreements with organisations of state</li> </ul>	Planning & Information (Policy, research, monitoring and information)
		Land & Housing Services
7(1) (g) Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development	<ul style="list-style-type: none"> <li>Acquisition of identified land, holding and releasing of land</li> <li>Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>	Land & Housing Services
		Planning & Information (National Programme Support)

HDA Act Section	Deliverable / Service/ Product	Function
7(1) (h) Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development	<ul style="list-style-type: none"> <li>• Projects</li> <li>• Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>• Delivering technical services</li> <li>• Providing project structuring, assembly and packaging services</li> <li>• Providing contract management services</li> <li>• Developing good practices, templates, documentation and forms to facilitate approval applications</li> </ul>	Land & Housing Services
		Planning & Information (Policy, research, monitoring and information)
7(1) (i) 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	<ul style="list-style-type: none"> <li>• Land assembly and acquisition contracts</li> <li>• Identifying, acquiring, managing and developing land for human settlements for organs of state</li> </ul>	Land & Housing Services
		Planning & Information (National Programme Support)
7(1) (j) Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period	<ul style="list-style-type: none"> <li>• Assistance as required and defined in framework for programme</li> <li>• Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>• Delivering technical services</li> <li>• Developing good practices, templates, documentation and forms to support approval applications</li> </ul>	Land & Housing Services
		Planning & Information (Policy, research, monitoring and information)
7(1) (k) Assist organs of state with the upgrading of informal settlements	<ul style="list-style-type: none"> <li>• Assistance as required and defined in framework for programme</li> <li>• Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>• Delivering technical services</li> <li>• Developing good practices, templates, documentation and forms to support approval applications</li> </ul>	Land & Housing Services
		Planning & Information (National Programme Support)
		Planning & Information (Policy, research, monitoring and information)

HDA Act Section	Deliverable / Service/ Product	Function
7(1) (l) Assist organs of state in respect of emergency housing solutions	<ul style="list-style-type: none"> <li>Assistance as required and defined in framework for programme</li> <li>Preparing approvals for submission</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Identifying, acquiring, managing and developing land for human settlements for organs of state</li> <li>Providing project structuring, assembly and packaging services</li> <li>Developing good practices, templates, documentation and forms to support approval applications</li> <li>Providing contract management services</li> </ul>	Land & Housing Services
		Planning & Information (Policy, research, monitoring and information)
7(2) (b) Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency	<ul style="list-style-type: none"> <li>Risk and fraud mitigation measures</li> </ul>	Administration (Finance)
7(2) (d) Introduce and manage a land inventory and information system	<ul style="list-style-type: none"> <li>Relevant systems</li> <li>National Human Settlements Land Inventory</li> <li>Land and Property Spatial Information System</li> </ul>	Planning & Information (Policy, research, monitoring and information)
7(3) (a) Declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks (b) Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a) (c) Implement such measures as may be prescribed to fast-track housing development in the declared priority housing development areas	<ul style="list-style-type: none"> <li>Facilitate approval and declaration of PHDAs</li> <li>Enabling projects in priority housing development areas</li> </ul>	Land & Housing Services
		Planning & Information (Policy, research, monitoring & information)
		Planning & Information (National Programme Support)

### 1.8.1 HDA as developer

It is envisaged that the HDA will play a developer role on land that it has strategically identified. This role is subject to securing appropriate funding and capacity.

The initial list of suitable land parcels identified is set out below.

**Table 4: Potential land parcels for development**

No.	Province	Municipality	Area	Extent (Ha)	Status
1.	<b>Gauteng</b>	City of Johannesburg	<b>Randskou</b>	98 ha	Awaits DPW Ministerial approval for release of the property
2.	<b>Gauteng</b>	City of Johannesburg	<b>Leeuwkop Prison</b>	324 ha	Attending to development of a development plan required by DPW.
3..	<b>Limpopo</b>	Lephalale	<b>Altoostyd</b>	500 ha	At acquisition stages for transfer to the Municipality
4.	<b>Western Cape</b>	City of Cape Town	<b>Blaauberg Strand</b>	128 ha	Release Ministerial approval received, National Treasury approval awaited.
5.	<b>Western Cape</b>	City of Cape Town	<b>Swartklip</b>	517 ha	Awaits a decision to proceed with acquisition from Minister of Human Settlements and DPE
6..	<b>Western Cape</b>	City of Cape Town	<b>Wingsfield</b>	195 ha	Awaits DPW Ministerial approval for release of the property
7.	<b>Free State</b>	Metsimaholo	<b>Sasolburg</b>	495 ha	At acquisition stages for transfer to the Municipality
8.	<b>Free State</b>	Mangaung	<b>Estoire Settlements</b>	195	Acquired at transfer stages to the Municipality
9.	<b>North West</b>	Rustenburg	<b>Marikana</b>	207 ha	Acquired property transferred to the Municipality

### 1.8.2 Governance structures

**Governing Board:** The governance of the Agency is entrusted to a Governing Board, with the Minister of Human Settlements being the executive authority responsible for the Agency. 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.

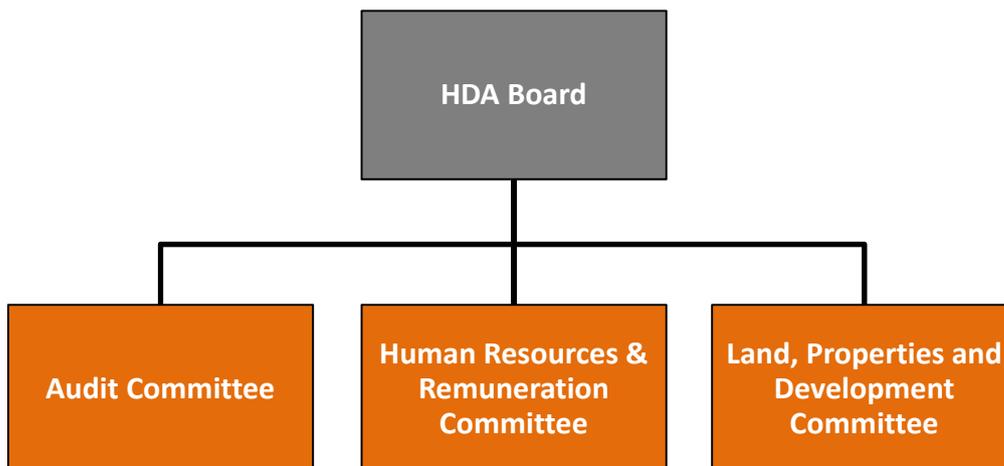
The Board consists of nine members.

- Four non-executive members are appointed by the Minister for Human Settlements.
- A further three non-executive members are each designated by the Ministers for
  - Public Works,
  - Rural Development and Land Reform, and
  - Cooperative Governance and Traditional Affairs respectively
- Two executive members are the CEO and the CFO.

The HDA Board has considered and approved the Board Charter which is compliant with the Department of Human Settlement's Public Entities Framework for Governance. The Board undertakes to align itself with the King 3 Report on Good Governance.

The structure of the Board and its sub-committees is illustrated below:

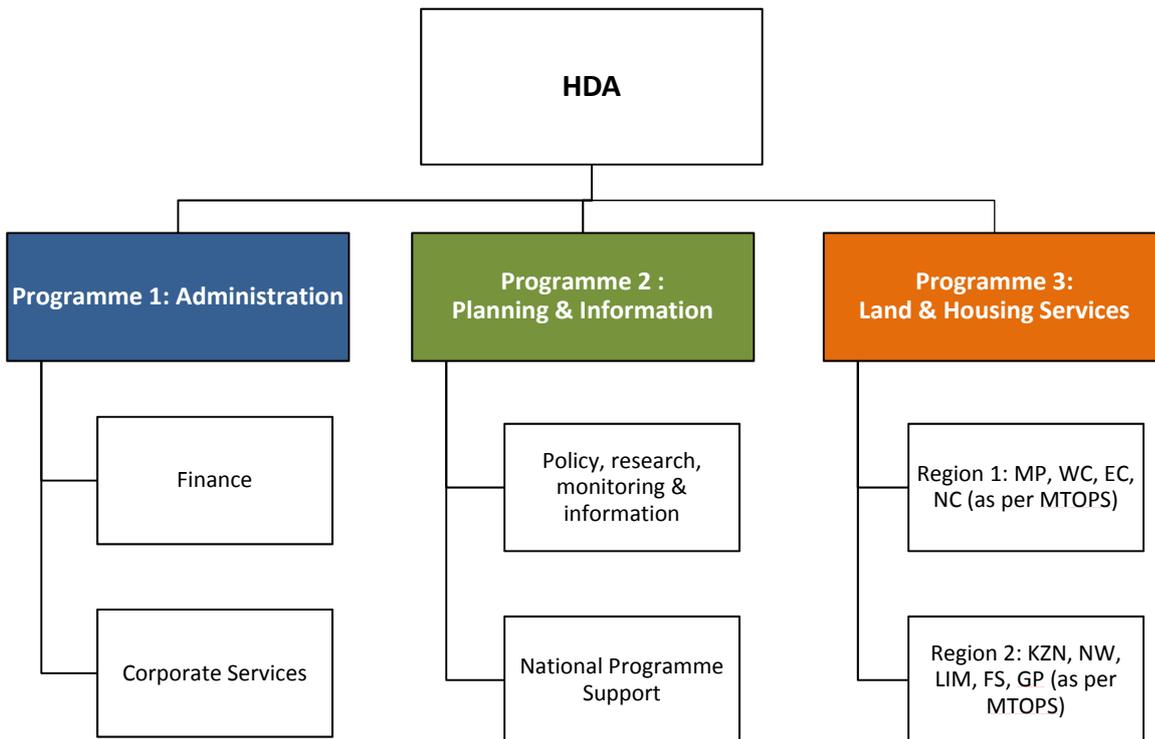
**Figure 3: HDA Board and sub-committee structure**



### 1.8.3 Organisational arrangements

The HDA’s organisational structure has changed over time as the business model has evolved. The figure below details the HDA’s functional structure based on changes in line with the strategic review undertaken (see section 1.8.1 above).

**Figure 4: HDA Revised functional structure**



**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 the 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.

The above structure is a revision to the current structure of the HDA and will enable the organisation to more effectively implement the functions as defined. The programmes are described in more detail below.

## 1.9 Strategic outcome-oriented goals of the HDA

Given the above, the HDA's four strategic outcome oriented goals are set out in the table below.

**Table 5: HDA strategic outcome oriented goals**

Programme	Strategic Outcome Goals	Goal Statement
Programme 1: Administration	Programme 1(a): Finance	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.
	Programme 1(b): Corporate Services	
Programme 2: Planning and Information	Programme 2 (a): Policy, Research, Monitoring and Information	Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in achieving key national strategic priorities.
	Programme 2 (b): National Programme Support	Support national programmes and developments, and release well-located land for human settlement development.
Programme 3: Land & Housing Services		Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlement sector.

## 2 Part B: Strategic Objectives

### 2.1 Summary strategic objectives by programme

The strategic objectives will be implemented through the following four programmes:

- Programme 1a: Finance
- Programme 1b: Corporate Services
- Programme 2a: Policy, Research, Monitoring and Information
- Programme 2b: National Programme Support
- Programme 3: Land & Housing Services

The strategic objectives pertaining to the strategic goals and programmes are shown in the table below.

**Table 6: 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"> <li>● Effective internal control systems</li> <li>● Implement business and financial model</li> </ul>
	1(b) Corporate Services	Provide, operational efficiency and service excellence	<ul style="list-style-type: none"> <li>● The HDA is an internally cohesive and effective organisation with systems that are stable and accessible</li> <li>● Congruent operational policies and processes</li> </ul>
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 settlement sector in achieving key national strategic priorities	<ul style="list-style-type: none"> <li>● Provide information and research in support of promoting spatial targeting</li> <li>● Monitoring and evaluation of land development to measure effectiveness of spatial targeting in human settlements</li> </ul>
	Programme 2 (b): National Programme Support	Support national programmes and developments, and release well-located land for human settlement development	<ul style="list-style-type: none"> <li>● Release of land for human settlements development</li> <li>● Specific support to national priority programmes - catalytic projects, mining towns and NUSP</li> </ul>
Programme 3: Land & Housing Services		Provide land and housing development support	<ul style="list-style-type: none"> <li>● Enhancing capacity, support and technical skills of</li> </ul>

Programme	Strategic goal	Strategic objectives
	services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlement sector	provinces and municipalities for human settlement development

## 2.2 Programmes

### 2.2.1 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 polices 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
- Information technology
- Facilities management
- Legal services

The CEO's office will no longer be reported as a separate programme as previously.

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

### **2.2.2 Programme 2: Planning and 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 to:

- 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)

### **2.2.3 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 objectives are to:

- 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 or an SLA 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 HDA acts as an implementing agent - N2 Gateway and Zanemvula
- Specific support for the implementation of NUSP, catalytic projects/mining towns

## **2.3 Macro performance indicators**

Summarised overleaf are the macro performance indicators for the HDA.

**Table 7: HDA 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 Spatial Investment Framework (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

## 2.4 Resource considerations

### 2.4.1 Capacity mobilisation approach

The strategic plan envisages an increase in the activities of the HDA and also in the number of staff members recruited. The existing human resource processes will be applied in this regard.

The revised organisational structure of the HDA adopts a matrix organisational form where staff members from Programmes 2 and 3 will be required to work together on projects and activities. This will require high levels of flexibility from staff members and the ability to work cooperatively. This will be taken into consideration when recruiting new staff.

### 2.4.2 Overall funding arrangements

In terms of section 25 of the HDA Act, the Agency must utilise its funds to defray expenses incurred by it in the performance of its functions. Accordingly, the Act provides for the funds of the Agency to consist of:

- (a) Money appropriated by Parliament
- (b) Donations or contributions received by the Agency with the approval of the Minister
- (c) Interest on investments of the Agency
- (d) Loans raised by the Agency, subject to section 26
- (e) Proceeds from the sale of land
- (f) Fees for services rendered based on cost recovery
- (g) Subsidies and grants granted by the organs of state

Within the 2014/15 MTEF period, the operating grant of R 148,375 million has been allocated to the HDA in respect of ordinary Parliamentary appropriation.

The Agency only receives interest earned from its funds as held in an ordinary bank account.

No capital funding is as yet available directly to the Agency for land acquisition. In some instances land has been purchased at the request of provinces from provincially availed funds. The HDA five-year budget proposal is attached as [Annexure A](#).

There is an urgent need for the HDA's land acquisition function to be funded directly and explicitly through either significantly increasing the quantum of funds appropriated to the Agency or a predetermined share of the Integrated Housing and Human Settlements Development Grant.

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.

### **2.4.3 HDA Budget 2014 to 2019**

#### **Operational budget**

The MTEF allocation for 2015/16 is R246,617 million. The estimated budget allocation for the five years is as follows:

**Table 8: HDA Opex 2014/15 – 2018/19 (Rm)**

<b>Year No.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Year</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>MTEF Allocation (Rm)</b>	R186,363	R246,617	R246,572	R296,657	R218,826

It is considered that in the light of the legislated functions that the Agency is to fulfil, the current MTEF allocation is inadequate and would require review for the next five year period.

#### **Capital budget**

There is currently no capital grant allocation confirmed for the HDA for land acquisition for privately-owned land. The HDA therefore focuses on releasing state-owned land.

To date the HDA has submitted proposals for funds to support the purchase of SOC land (R315 million). Purchases are done on the basis of provincially availed funds.

The HDA policy is that in the event that there are savings, the Agency uses these savings for land purchases.

## **2.5 Risk management**

The HDA reviews its risk assessment on an annual basis. The HDA has developed and is implementing a risk policy. The Board through its sub-committees takes overall responsibility for risk in the HDA. Risk registers are in place to monitor risks on an ongoing basis. A Risk Manager has been appointed to manage, consolidate and monitor the systems and processes. The Agency has identified the following key strategic risks over the next five years:

**Table 9: Key Risks & Mitigation**

#	Risk	Risk Description	Mitigating Action
1	Inadequate programme and capital budget to acquire well-located land in the human settlement sector	Lack of funding to acquire well-located land in the human settlement sector	Preparation of a programme for land acquisitions
2	Slow release of state land	Slow release of land to the HDA and other Organs of State Slow land preparation process	Delivery agreements JCC processes Intergovernmental collaboration
3	Limited demand for HDA services	Limited demand for project services Lack of understanding of HDA service offering	Service offering plan to be communicated to stakeholders
4	Mobilisation of adequate capacity in response to requests	Unable to acquire required skill level in specified time frame. Dependency on HR and SCM processes	An annual plan for capacity assembly and a plan for ad hoc requests to be put in place
5	Lack of approval and lack of support for PHDA policy	No approval and support of identified policies	Constant follow-up with NDHS; pre-identification of possible PHDA with provinces
6	Sustainability of the HDA	Financial sustainability and Organisational sustainability arising from sector expectations and organisational growth	Diversifying funding streams Growth plan and business model
7	Misalignment of coordination with key organs of State	Lack of coordination of plans, activities and expectations with key organs of state Absence of protocols with key organs of state	Secure agreements for collaboration Undertaking joint planning and programming
8	Changes in political support for the Strategic Spatial Plan	Potential re-alignment of workstream to new objectives	Ensure decision makers have full awareness and understanding of the Strategic Spatial Plan
9	Endorsement by the Department and the Ministry for spatial and monitoring tools	Adoption of the tools by the Department and the Ministry	Cement relationships with key stakeholders

## 2.6 Performance plans

PROGRAMME 1: Administration		Programme Strategic Goal: Provide financial sustainability					
SUB-PROGRAMME 1a: Finance							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target	2018/19 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 2013/14 from external auditors published by 30 August 2014	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	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015
Financial sustainability	To ensure that the HDA is financially sustainable over the period of the MTEF	Implemented budget and financial model	Financial model developed and approved	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	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							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target	2018/19 Target
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	100% of positions filled in accordance with organisation structure requirements
				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	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	Two standard operational procedures automated and made accessible to all regions

PROGRAMME: Planning and 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 2a: Policy, research, monitoring & information							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target	2018/19 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 Spatial Investment Framework (FSIHS) and produce two monitoring reports on the implementation of spatial targeting against the framework	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)	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	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	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	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	Monitoring and evaluation framework plan implemented
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PROGRAMME 2: Planning and Information		Sub-programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development					
SUB-PROGRAMME 2b: National Programme Support							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target	2018/19 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)	2500 hectares of well-located land released	3000 hectares of well-located land released	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	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	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	4 quarterly reports on support provided to catalytic projects / mining towns as per agreed plan



<b>PROGRAMME 3: Land &amp; Housing Services</b>		<b>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</b>					
<b>SUB-PROGRAMME 3: Region 1</b>							
<b>Strategic Objective</b>	<b>Measurable Objective (Strategic Activities)</b>	<b>Performance Measure/Indicator</b>	<b>2014/15 Target</b>	<b>2015/16 Target</b>	<b>2016/17 Target</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
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	20 quarterly reports on support provided to provinces

<b>PROGRAMME 3: Land &amp; Housing Services</b>		<b>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</b>					
<b>SUB-PROGRAMME 3: Region 2</b>							
<b>Strategic Objective</b>	<b>Measurable Objective (Strategic Activities)</b>	<b>Performance Measure/Indicator</b>	<b>2014/15 Target</b>	<b>2015/16 Target</b>	<b>2016/17 Target</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
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	16 quarterly reports on support provided to provinces