

FIVE YEAR STRATEGIC PLAN
2017/18 TO 2021/22



An Agency of the
Department of Human Settlements

TABLE OF CONTENTS

Foreword by the Chairperson	5
Official sign-off	7
1 Part A: Strategic Overview	8
1.1 Legislative and Other Mandates	8
1.1.1 Constitutional Mandate	8
1.1.2 Legislative Mandate	8
1.1.3 Policy Mandate	11
1.2 Situational Analysis	13
1.2.1 Performance Environment	13
1.2.2 HDA's Developer Role	18
1.2.3 Current Business Process and Work Being Undertaken	24
1.2.4 Key Achievements of The HDA Since Its Inception	26
1.3 Organisational Environment	27
1.3.1 Governance Structures	27
1.3.2 Organisational Arrangements	28
1.4 Description of The Strategic Planning Process	28
1.5 Strategic Outcome-Oriented Goals of The HDA	28
2 Part B: Strategic Objectives and Key Activities	29
2.1 Programmes	30
2.2 Strategic Objectives	35
2.3 Resource Considerations	45
2.3.1 Capacity Mobilisation Approach	45
2.3.2 Organisational Arrangements	47
2.3.2.1 Governance and Accountability	47
2.3.2.2 Proposed Revised Organisational Structure	47
2.3.2.3 Operational Arrangements	48
2.3.2.4 Resourcing Approach	48
2.3.2.5 Remuneration Approach	49
2.4 Funding Arrangements	50
2.4.1 Financial Assumptions	50
2.4.2 Funding Sources	50
2.4.3 HDA Budget Implications	51
2.5 Risk Management	53

LIST OF FIGURES

Figure 1:	Government and private sector areas of focus	14
Figure 2:	Delivery by the public sector: 2009/10 to 2013/14	14
Figure 3:	Public sector delivery: challenges and blockages	15
Figure 4:	Delivery by the private sector	15
Figure 5:	Cosmo City layout plan	17
Figure 6:	Funding sources for human settlement development	18
Figure 7:	Role of the HDA as compared to other public entities	19
Figure 8:	Where HDA fits in the human settlements value chain	19
Figure 9:	HDA expanded role	21
Figure 10:	HDA as Developer: Strategy and Approach	23
Figure 11:	New HDA Business/Delivery Model	24
Figure 12:	HDA Board and sub-committee structure	27
Figure 13:	Current HDA functional structure	28
Figure 14:	Functions required	45
Figure 15:	HDA core function shifts over MTEF period (illustrative)	45
Figure 16:	HDA: Three main roles	46
Figure 17:	Overall organisational structure	47
Figure 18:	Resourcing approach per function	49

LIST OF TABLES

Table 1:	Draft Mandate - Minister of Human Settlements and the HDA Board	11
Table 2:	Census 2011: Housing circumstances in South Africa by income	13
Table 3:	Constraints to private sector delivery	16
Table 4:	How the HDA can contribute towards addressing the sectoral challenges	18
Table 5:	Budget Programmes	30
Table 7:	HDA Macro Performance Indicators	31
Table 17:	Strategic objectives and key activities: Programme 1b: Finance	35
Table 18:	Strategic objectives and key activities: Programme 2a: Organisational Performance	37
Table 9:	Major catalytic projects – indicative budget implications	51
Table 10:	Estimate of Annual Budget Cost Categories	52
Table 11:	HDA budget implications	53

ACRONYMS & ABBREVIATIONS

BEPP	Built Environment Performance Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CILPF	Coherent and Inclusive Approach to Land for Human Settlements Policy Framework
COGHSTA	Co-operative Governance Human Settlements and Traditional Affairs
DPME	Department of Performance Monitoring and Evaluation
DRDLR	Department of Rural Development and Land Reform
EMT	Executive Management Team
EE	Employment Equity
GM	General Manager
GRAP	Generally Recognised Accounting Practice
FSIHS	Framework for Spatial Investment for Human Settlements
ha	hectares
HDA	Housing Development Agency
HR	Human Resources
HSDG	Human Settlements Development Grant
HSF	Human Settlement Forum
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Framework Act
IGR&SA	Intergovernmental Relations and Strategy Alignment
IP	Implementation Protocol
ISU	Informal Settlements Upgrading
IT	Information Technology
HOD	Head of Department
HS	Human Settlements
JCC	Joint Cooperating Committee
JOSHCO	Johannesburg Social Housing Company
KZN	KwaZulu-Natal
LA	Local Authority
LaPsis	Land and Property Spatial Information System
LIS	Land Information Services
LM	Local Municipality
LPA	Land Planning and Assembly
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MinTOP	Minister's Top Management
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
MTOP	Medium-term Operational Plan
MSP	Master Spatial Plan
NDHS	National Department of Human Settlements
NDPW	National Department of Public Works
NMBM	Nelson Mandela Bay Metro
NUSP	National Support Programme
PFMA	Public Finance Management Act
PRT	Professional Resource Team
SOP	Standard Operating Procedure

FOREWORD BY THE CHAIRPERSON

The Housing Development Agency (HDA) is into its ninth year of operation and this is its Annual Performance Plan for the MTEF period 2017/18 to 2019/20.

The Housing Development Agency (HDA) was established in 2008 as a public development agency focused on the acquisition and release of state, private and communally owned land and the provision of programme management services for the development of human settlements.

The HDA has acquired extensive experience 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.

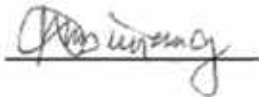
In 2014, the Minister of Human Settlements pronounced that the HDA must become a fully-fledged property development agency, whose function is not only to acquire and prepare land, but to be a developer and project manager as well as assist municipalities and any other sphere of government that might require support. Since this pronouncement, the HDA has undertaken extensive work to re-position itself in a manner that will best fulfil the role to serve the sector.

This work has included a revised strategic, operational and organisational framework and arrangements all of which are now fully incorporated into this Annual Performance Plan. Extensive consultations have been undertaken with key stakeholders as part of this process.

From an operational point of view as the Board we are 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 six regional offices. All of which are supporting agreements with nine provinces and five metropolitan municipalities, as well as the national programmes for 50 mega projects including informal settlement upgrades, and human settlement development of 22 mining towns.

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 of Human Settlements and the various provincial and operational agreements. Our growth in activity and funds under management has required a proportionate increase in financial and risk management including management systems. Our track record of unqualified audit reports is testimony to the Agency's ability to manage the growth.

On behalf of the Board I am pleased to present the HDA's Annual Performance Plan 2017/18. It is our view that the plan continues to provide a secure basis for sustained growth and delivery of the revised mandate of the Agency. The Board and HDA management will ensure that the activities and targets are aligned with the priorities of the Minister and the Medium Term Strategic Framework (MTSF).



Mr Mavuso Msimang
Chairperson: HDA Board

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- 1) Was developed and reviewed mid-year 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 26 July 2016

Ms Rooksana Moola

Chief Financial Officer

Signature: _____

Mr Pascal Moloji

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

- Vision

Resilient, Integrated and sustainable human settlements

- Mission

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

- Values

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

- Performance-oriented
- Excellence
- Accountability
- Teamwork
- Integrity

1.1 Legislative and Other Mandates

1.1.1 Constitutional Mandate

HDA's mandate derives from Chapter 2, the Bill of Rights, Chapters 3 and 6 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). Section 26 in the Bill of Rights, guarantees the right to have access to adequate housing. The State is mandated to take steps to achieve the progressive realisation of this right. Schedule 4A makes the housing function a concurrent national and provincial legislative competence. HAD affirms its commitment "to the full and progressive realisation of the right to adequate housing", and recognizes in this context "an obligation to enable citizens to obtain quality housing and to protect and improve dwellings and neighbourhoods.

1.1.2 Legislative Mandate

The Housing Development Agency (HDA) was established in 2009 in terms of the Housing Development Agency Act No 23 of 2008 (the HDA Act). The (HDA) is a 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 activities, the HDA assembles state, private and communal land and buildings and releases it for human settlement development and provides land and housing delivery support services to organs of state at local, provincial and national level.

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 entity 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.

In the preamble the Act identifies the following key factors as the reason for establishing the HDA, inter alia:

- A significant factor in the lack of adequate delivery of housing to low-income earners has been the delay in the identification, acquisition, assembly and release of state-owned and private land
- There need to fast-track the processes of housing development
- The urgent need for government to address the increasing backlog in respect of housing delivery together with a critical shortage of skills and capacity to provide housing in some provinces and municipalities

The Act outlines the purpose or object of the HDA as being to:

- Identify, acquire, develop and release state, communal and privately owned land for residential and community purposes and for the creation of sustainable human settlements (clause 4(a))
- Project manage housing development services for the purposes of the creation of sustainable human settlements (clause 4(b))
- Ensure and monitor that there is centrally coordinated planning and budgeting of all infrastructure required for housing development (clause 4(c))
- Monitor the provision of all infrastructure required for housing development (clause 4(d))

In terms of the Act, the role of HDA is as follows:

- The Agency must, in consultation with the relevant owner, identify, acquire, hold, develop and release state, privately and communal owned land for residential and community purposes for the creation of sustainable human settlements (clause 5(1)).
- The Agency must ensure that there is funding for the provision of all infrastructure that is required for housing development in which it is involved (clause 5(2)).

- The Agency may offer assistance to an organ of state in order to fulfil its objects. In addition the Minister may, in consultation with the relevant MEC, where there is lack of capacity in any organ of state to identify, acquire, hold, develop and release land for residential and community purposes for the creation of sustainable human settlements advise the organ of state to conclude an agreement with the Agency to offer assistance in terms of the Agency's skill and expertise; or direct the Agency to engage with the organ of state with a view to concluding an agreement (clause 5(3)).

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

- Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities (7(1) (a))
- Develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development (7(1) (b))
- Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law (7(1) (c))
- Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements (7(1) (d))
- Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery (7(1) (e))
- Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services (7(1) (f))
- Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development (7(1) (g))
- Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development (7(1) (h))
- Contract with any organ of state for the purposes of acquiring land for residential housing and community development for the creation of sustainable human settlement (7(1) (i))
- Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period (7(1) (j))
- Assist organs of state with the upgrading of informal settlements (7(1) (k))
- Assist organs of state in respect of emergency housing solutions (7(1) (l))

The Act indicates that in performing its functions the HDA must:

- Ensure that residential and community developments are sustainable, viable and appropriately located (7(2) (a))
- Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency (7(2)(b))
- Ensure that job creation is optimised in the process of residential and community development (7(2)(c))

- Introduce and manage a land inventory and information system (7(2) (d))
- Ensure that community participation takes place (7(2)(e))

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

1.1.3 Policy Mandate

Five-year written mandate between the Minister and the HDA board

Section 8 of 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 1: Draft Mandate - Minister of Human Settlements and the HDA Board

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

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

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 22 mining towns.

- HDA will be part of a team responsible for identifying and implementing 50 mega projects over the next five years (termed catalytic projects). 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.

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.

Other policy mandates

The core policy approaches underpinning South Africa's national housing programme are reflected through the following policy documents and legislation and therefore directly impact on the HDA¹ :

- 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)
- 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

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

1.2 SITUATIONAL ANALYSIS - HDA'S OPERATING ENVIRONMENT

1.2.1 Performance Environment

There are significant challenges in the human settlement sector including the following:

- 1) **High need:** The need for housing is extremely high. In terms of Census 2011, 13% of South Africa's households (2 million households) are living in informal housing circumstances either in informal settlements or backyard rental (see figure 1 below). In addition 76% of households (10, 9 million households) live in formal housing circumstances either owned or rented. Of these 6, 1 million earn below R6, 400 per month and anecdotal evidence indicates that such households are living in accommodation where there are high levels of overcrowding and poor access to basic services.

Table 2: Census 2011: Housing circumstances in South Africa by income

<i>Mthly Income</i>	R0 - R 3200	R3200 - R 6400	R6400 - R13000	R13000 - R26000	R26000 plus	Unspecified	Total
A: Formal - owned	2 345 700	1 030 532	774 015	673 762	1 344 840	32 678	6 201 527
	16%	8%	5%	5%	9%	0%	43%
B: Formal - rented, plus Room/Flatlet not in backyard	1 908 744	899 039	705 977	524 357	643 362	11 548	4 693 027
	13%	6%	5%	4%	5%	0%	33%
C: Informal settlement - regardless of whether it is owned or rented	786 069	276 497	146 779	42 181	17 784	461	1 249 771
	5%	2%	1%	0%	0%	0%	8%
D: Backyard dwelling - regardless of whether it is owned or rented	400 117	167 196	101 059	31 378	12 889	316	712 955
	3%	1%	1%	0%	0%	0%	5%
E: Traditional dwelling - regardless of whether it is owned or rented	724 303	271 968	88 243	28 283	26 277	830	1 139 904
	5%	2%	1%	0%	0%	0%	8%
G: Other	222 961	95 366	63 159	35 693	34 330	759	452 268
	2%	1%	1%	0%	0%	0%	3%
Total	6 367 894	2 740 598	1 879 232	1 336 654	2 079 482	46 692	14 449 452
	44%	19%	13%	9%	14%	0%	100%

Government's key focus is on households earning below R3, 500 living in informal settlements and backyard dwellings, as well as new family formation. The Minister of Human Settlements has introduced the need to focus on mining towns and large mixed use projects. Government also focuses to a lesser extent on the affordable housing sector, often termed 'gap housing' (see the following figure).

The primary focus of the private sector is the provision of housing for ownership and rental for middle to upper income households. There is limited provision of housing for lower income households.

Figure 1: Government and private sector areas of focus

Mthly Income	R0 - R 3200	R3200 - R 6400	R6400 - R13000	R13000 - R26000	R26000 plus	Unspecified	Total
A: Formal - owned	2 345 700 16%	1 030 532 8%	774 015 5%	673 762 5%	344 840 9%	32 678 0%	6 201 527 43%
B: Formal - rented, plus Room/Flatlet not in backyard	1 908 744 13%	899 039 6%	705 977 5%	524 351 4%	643 362 5%	11 548 0%	4 693 027 33%
C: Informal settlement - regardless of whether it is owned or rented	765 069 5%	274 497 2%	146 774 1%	42 181 0%	17 384 0%	451 0%	1 249 771 8%
D: Backyard dwelling - regardless of whether it is owned or rented	400 117 3%	1 719 616 1%	101 059 1%	31 378 0%	12 889 0%	316 0%	712 955 5%
E: Traditional dwelling - regardless of whether it is owned or rented	724 303 5%	271 968 2%	88 243 %	283 0%	26 277 0%	830 0%	1 139 904 8%
G: Other	221 961 2%	95 366 1%	63 159 1%	31 693 0%	34 330 0%	759 0%	452 268 3%
Total	6 368 894 44%	2 740 598 19%	1 879 232 13%	1 335 654 9%	2 079 482 14%	46 592 0%	14 449 452 100%

Govt's main area of focus (Circled in red: R0-R3200 for C, D, E, G)

Govt's secondary area of focus (Circled in red: R3200-R6400 for C, D, E, G)

Private sector secondary area of focus (Circled in grey: R13000-R26000 for A, B)

Private sector main area of focus (Circled in grey: R26000 plus for A, B)

2) Insufficient delivery by the public sector: There is insufficient delivery by the public sector to meet the need and this delivery has decreased significantly over the last five years. On average over the last five years the public sector has delivered 181,000 units per annum. At this rate of delivery it will take 11 years to address households living in informal circumstances alone. Of greater concern is the fact that the rate of delivery is decreasing from 226 000 units/sites per annum in 2009/10 to 154,000 in 2013/14 (see figure below). The slowdown in delivery results in insufficient spending of government resources and frustrated communities, beneficiaries and political principles. In addition the MTSF target set for the human settlement sector of 1.4 million more households living in new or improved housing conditions by 2019 is unlikely to be achieved.

Figure 2: Delivery by the public sector: 2009/10 to 2013/14

The decline in delivery is the result of problems, blockages or challenges in every part of the human settlements value chain in every province and municipality (see figure below).

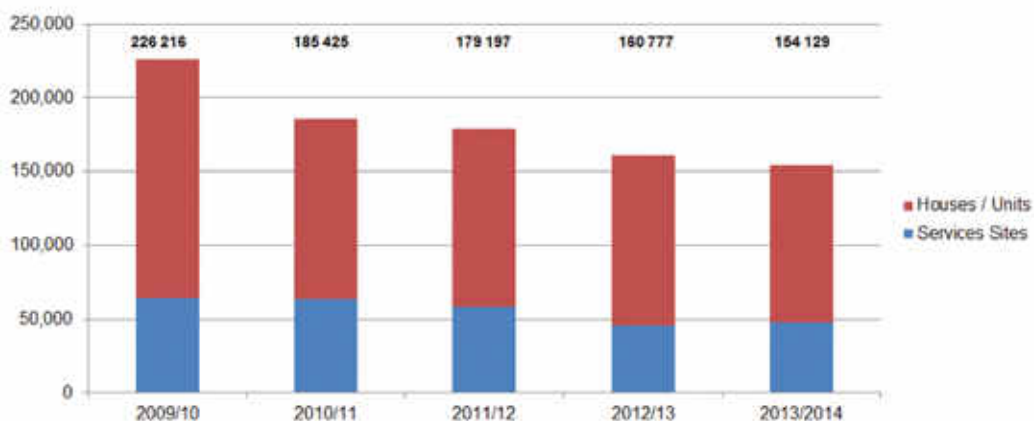
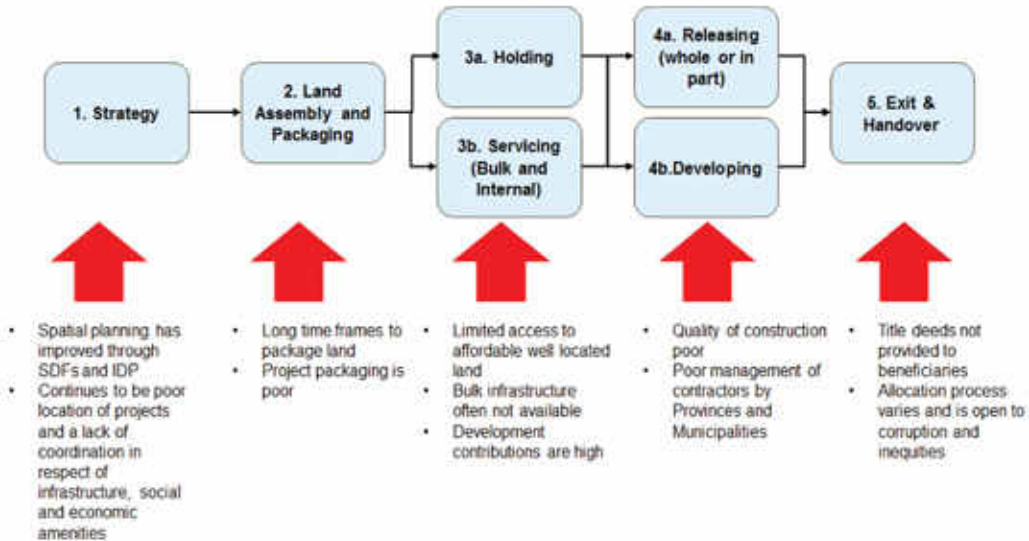


Figure 3: Public sector delivery: challenges and blockages

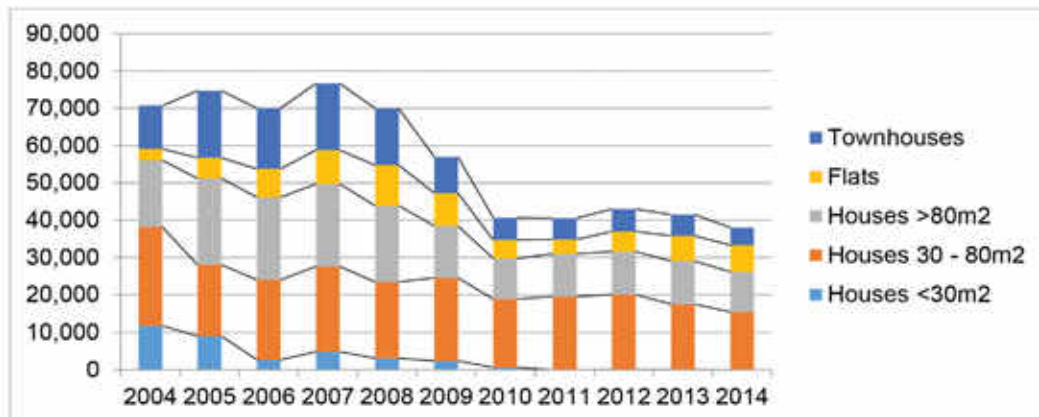


3) Declining supply by the private sector: The human settlement sector can be categorized into the following three market segments:

- Subsidised market segment which comprises households earning below R3, 500 per month
- The affordable market segment which comprises households earning between R3, 500 and R15, 000 per month
- Private market segment which comprises households earning above R15, 000 per month

The private sector operates predominantly in the affordable and private market segment. Housing supply by the private market in these market segments is occurring but is also declining (see figure below). In respect of properties smaller than 30 m² annual supply since 2007 has plummeted. In respect of properties between 30m² and 80m² (predominately “affordable market”) supply has been declining since 2004.

Figure 4: Delivery by the private sector



Source: Perspectives on South Africa’s Affordable Housing Market, K Rust, 2013 & Filling the Gaps: al+hdc and Cities Network, 2013

The table below sets out the reasons for the decline in private sector delivery.

Table 3: Constraints to private sector delivery

Supply side constraints:	<ul style="list-style-type: none"> - Inadequate bulk Infrastructure inhibits the development of new stock and availability of well-located affordable land can be problematic in some areas. - Extended periods for municipal planning and proclamation approvals delays development and increases holding cost. - Lack of access to bridging finance for Developers - Transactional uncertainty related to affordability and creditworthiness constraints and unrealistic market expectations impact risk appetite of developers (sell on plan). - Poor municipal level management and capacity: Developers often have to take over the supply of community services for example building schools and parks.
Demand side constraints:	<ul style="list-style-type: none"> - Lack of access to affordable end user mortgage finance. - Limitations on the housing ladder market: The eight year restriction on the sale of properties that received subsidization and backlogs in registering subsidised housing ownership. - Marketing Distortion as a result of Subsidy Housing. Developers are concerned about market willingness to pay - why would anyone pay R1500–R2000 pm for 20 years if those earning less can get it for free? - Unreliability of the FLISP subsidy administration. Currently this subsidy is allocated at a provincial level annually and is not topped up. Allocations vary significantly from year to year. - Indebtedness of consumers is extremely high, 9.22 million consumers have impaired records (47% of 19.6 million credit active consumers) due to increasing use of unsecured credit.

- 4) **Poor human settlement outcomes:** A key issue identified in respect of housing development through the national public sector programme is the location of housing projects within the city. Projects are generally located on the periphery of cities in order to keep land costs down. As a result they are seen as continuing the apartheid city alienation of the poor and as not integrating poor people into the city. The poor's location with respect to access to work opportunities, social services and transportation networks is seen as creating an added burden onto the poor².

In response to this in 2004, the Comprehensive Plan³ called for a dramatic shift towards a more comprehensive approach to housing delivery. The plan introduced the need for integrated sustainable human settlement developments. In this policy document these terms mean the provision of housing together with the full range of services, improved location of housing projects and the creation of mixed income environments.

²Rust K with support from Melzer I and Moothial R, 2008, *Investigation into the perceived impact of market distortions ostensibly created within the residential housing market as a result of government subsidies*
³National Department of Housing, September 2004



Figure 5: Cosmo City layout plan

Despite good intentions it has been extremely difficult for provinces and municipalities to fulfil these requirements primarily due to difficulties in aligning the budgets of different departments such as transport, health, education, economic development etc. In addition the funding framework (national subsidy programme) within which housing development is undertaken is insufficient to enable these types of developments

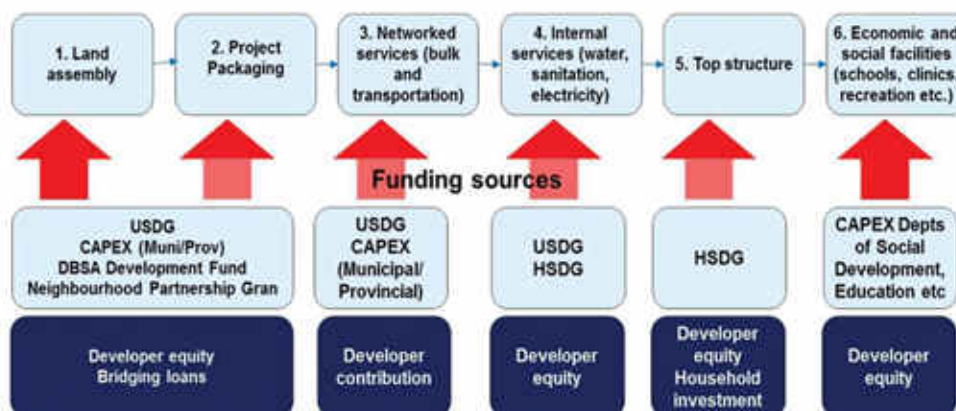
and is paid out in a manner whereby there is insufficient funding upfront and a consistent funding flow throughout the life of the project does not occur.

There have been a few cases where integrated development has occurred for example: Cosmo City in Johannesburg. The learning from this development has been that success was the result of a partnership between the public and private sector and significant financial investment by both the partners.

Further that success was enabled due to a consistent flow of funds and a time line that was more than five years⁴

- 5) **Fragmented funding framework:** The funding framework for human settlement development is fragmented making it extremely difficult to structure and implement projects. Funding comes from a range of different sources and funding mechanisms (see figure below). The basis by which subsidies are allocated is not consistent to enable a mixed income development to be implemented and to attract private sector investment. In particular the delayed as well as differential timing of different grants across government work against viable sustainable human settlement development. From the perspective of the private sector such delays (especially in respect of bulk infrastructure funding) result in significant holding costs.
- 6) **Sector Transformation:** The Human Settlement Sector is currently dominated by developers who are primarily white and male. In order to transform the Human Settlement Sector, developers will be required to have strong empowerment credentials, with a minimum percentage of direct ownership by black people with specific focus on women, youth persons with disability and communities. Where developers fall short of this transformation and empowerment requirements, they will be required to commit to increasing black ownership, and management to levels that will be determined and agreed upon in the transformation and empowerment implementation framework. The Transformation and Empowerment Framework will influence change in the supply chains of the sector.

Figure 6: Funding sources for human settlement development



1.2.2 HDA's Developer Role

There are a number of areas where the HDA already plays a role in addressing key human settlement sector challenges as set out in the table below:

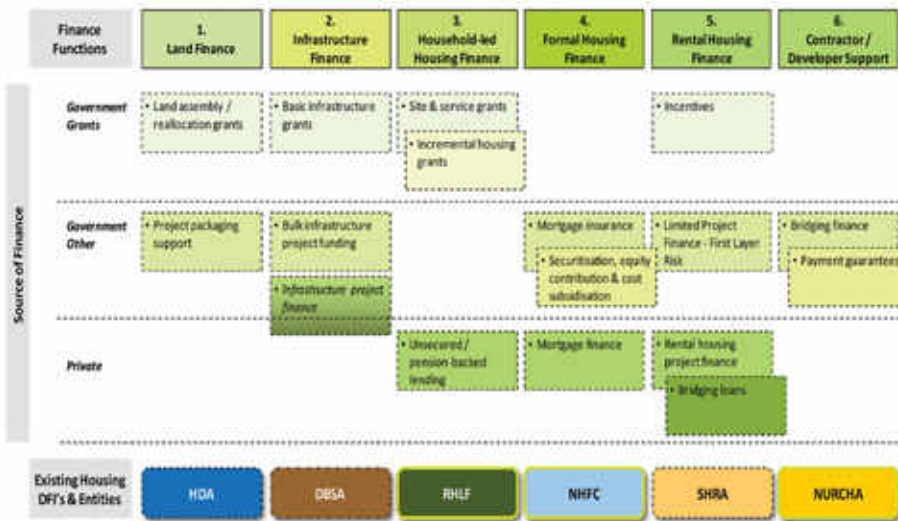
Table 4: How the HDA can contribute towards addressing the sectoral challenges

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

However there is a need for the HDA to play a role as a public sector human settlements development manager particularly to address housing supply where the public sector is failing to perform or the private sector is reluctant to invest. Accordingly in the term of this strategic plan the HDA will reposition into an effective public sector human settlements development agency that will coordinate and bridge Government and the private sectors areas of focus.

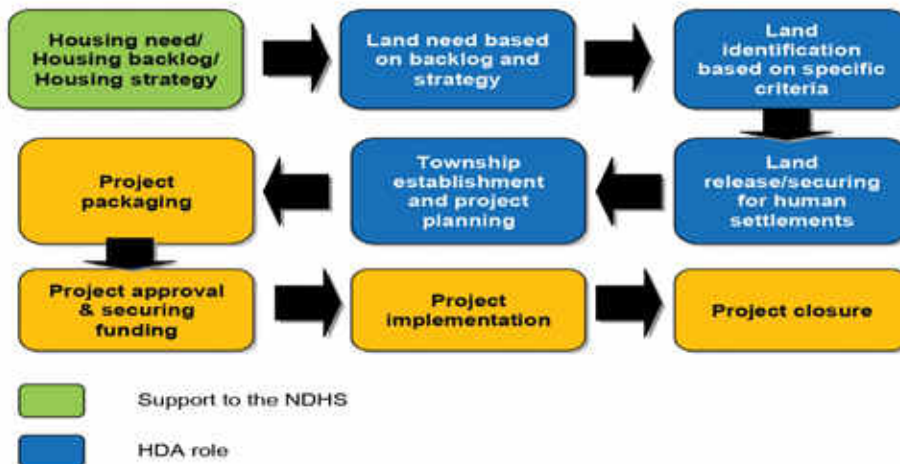
Given the extent of need, the role has been carefully framed and scoped so as to partner with and not crowd out the private sector. There is significant development capacity in the private sector both in respect of large developers and contractors. If higher levels of delivery are to be achieved it is critical that the HDA and private sector both contribute. Currently the HDA contributes to the realisation of the human settlement development priorities working in collaboration with various other stakeholders. As shown in the figure below, the HDA operates in a unique space being the only public entity with a specific focus on land issues.

Figure 7: Role of the HDA as compared to other public entities



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 currently fits into the human settlements value chain.

Figure 8: Where HDA fits in the human settlements value chain



The HDA as a public sector human settlements development agency will act as the project developer of sustainable, integrated human settlements on behalf of government to drive delivery, undertaking the following key functions:

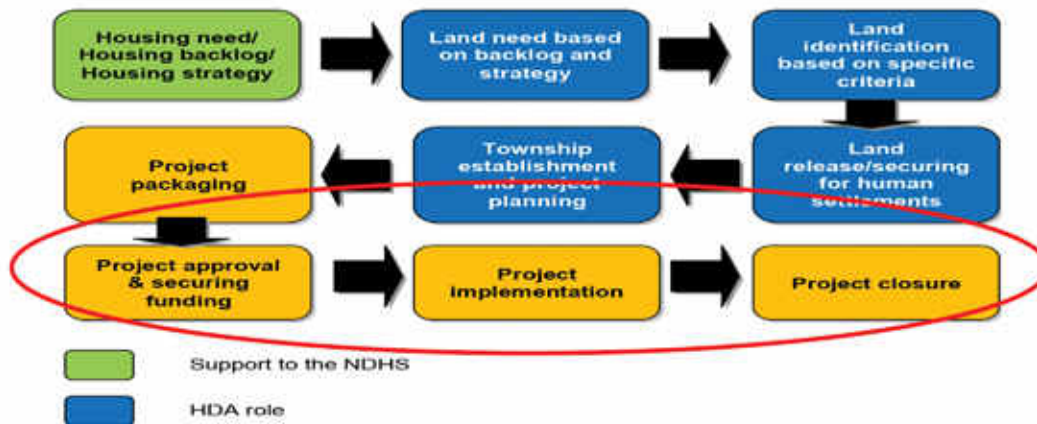
- Accessing land for human settlements projects
- Packaging of human settlements projects
- Establishing delivery partnerships with the private sector
- Mobilising, coordinating and investing funds on behalf of the public sector
- Facilitating the resolution of blockages
- Monitoring the implementation of human settlements projects
- Influencing the transformation of Human Settlement Sector to ensure ownership and participation in sector value chains by black people with specific reference to women, youth, persons with disability and communities.

In respect of the above it is critical to note what is meant as a developer as opposed to a project management or implementing agent role.

- **Implementing agent** means the entity, organ of state, or business enterprise responsible for the implementation of the priority housing development area plan (HDA Act). HDA is currently undertaking this role.
- **Project managers** have the responsibility for planning, procurement and execution of a project (cost, time, scope and quality). HDA is also currently undertaking this role.
- **Developers** are responsible for **conceptualising, funding, planning, coordination and managing the process of property development from the beginning to end.** This means converting plans, needs and ideas into property including adding value and taking risk. This can include the acquisition of land, planning / designing, financing and construction, selling or managing.

Developers typically work with many different counterparts along each step of this process, including architects, planners, engineers, surveyors, contractors, other developers and more.

The HDA will significantly expand its current role to include project packaging, project approval and securing of funding, project implementation and closure (see figure below). It is critical to note that the developer role is not the construction / contractor role. It is not envisaged that the HDA appoint in-house human resources to actually build infrastructure and houses. In all cases this will be contracted out to private sector companies.

Figure 9: HDA expanded role

It is noted that the current legal framework for the HDA (principally the HDA Act) provides sufficient mandate to undertake the developer role in addition to the existing roles already being performed. In Section 7(1) (a) - 7 (1) (l) of the Housing Development Agency Act 23 of 2008, there is language to empower the HDA as a schedule 3 public development agency to perform the following roles /functions:

- Land development
- Land acquisition
- Programme planning and management
- Technical capacity development support
- Leveraging additional assets, investments and resources from other spheres of government and Community development

In the foreseeable future there is limited likelihood that the HDA will receive any legal authority to impose its services on any other sphere of government.

What this means is the in order to fulfil the expanded role of a public sector human settlements development agency relationship with other public sector entities and the private sector will be key. In addition demonstrated success will be a primary selling point.

There may be a need to review the HDA's borrowing/ fund raising mandate and legal ability. However in the short-term the focus should be on partnerships and effectively mobilising and coordinating existing funding resources.

The overall approach being implemented is the following:

- Developer capacity and expertise will be incremental established within the HDA focused in the short-term on real achievable developments / projects with short-to-medium term delivery potential. This will be undertaken through partnership and panel contracting arrangements to bring in capacity and minimise overhead and fixed costs.

- All existing roles and functions will continue to be undertaken and all IPs and MTOPs will be fulfilled. Over an agreed time frame, functions that are not in direct alignment with the expanded role will be phased out or limited especially if they are not cost recoverable.
- The key focus of the developer role will be to implement a selected number (five to ten) of strategic / catalytic developments that aim to achieve scale delivery of formal housing; private sector mobilisation (finance and capacity) and mixed income sustainable integrated developments.
- Each development will be undertaken as a partnership with relevant entities that will enable their implementation. Such partnerships will include: the relevant municipality and province under whose jurisdiction the project falls, a private sector developer(s) and key financiers (NHFC, DBSA, and CSP).
- The identification of developments will occur via a number of routes:
 - Ministerial designation (in terms of HDA Act)
 - Priority Housing Area Projects
 - On request
 - Through specific Programmes (e.g. Catalytic or Mining)
 - Public-Private Partnerships
 - Public tender process

Developments can originate either from the public sector (provincial, local or State Owned Entity) or the private sector.

- The HDA will review each development through a selection and prioritisation process that assesses each development in terms of agreed criteria relating to impact, sustainability, current status etc.
- It is envisaged that the implementation of the developments selected will be undertaken in terms of two streams:
 - **Stream 1: Delivery focused:** This stream is delivery focused and is the first priority of the HDA. Its focus is on the rapid delivery of housing units through the unblocking of private or public sector developments/projects. Intervention areas that will be undertaken by the HDA include political support, planning approvals, infrastructure, funding mobilisation and delivery, subsidy mobilisation and flow and the provision of technical support.

HDA services will be funded from core funding and critical skills will be contracted out as required.

- **Stream 2: Packaging focused:** This stream focuses on packaging and de-risking of developments/projects to mobilise public funding and private sector participation as developers or contractors.

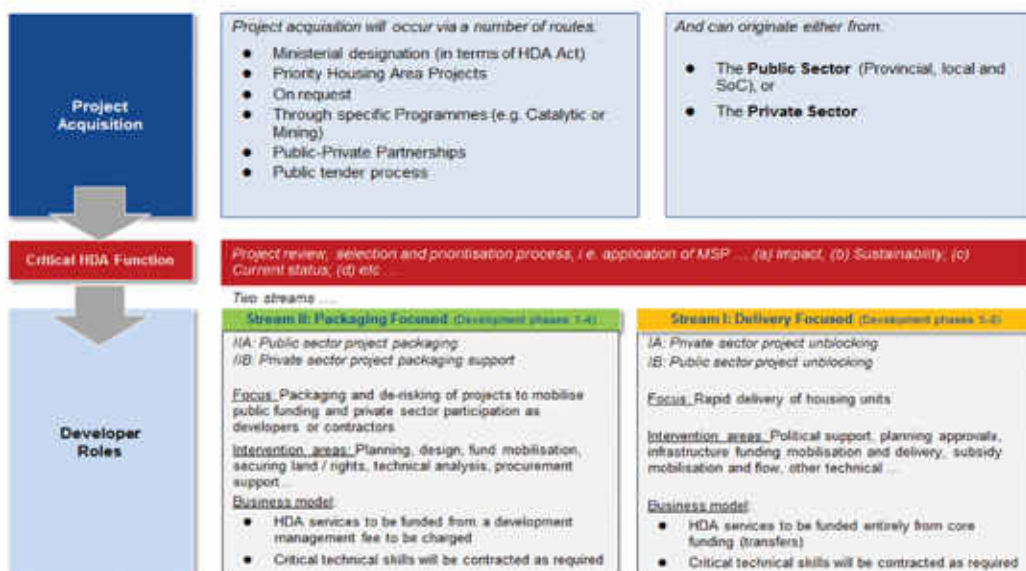
Intervention areas by the HDA include planning, design, and fund mobilisation, securing land/ rights, technical analysis and procurement support.

HDA services will be funded from a development management fee to be charged. Critical skills will be contracted out as required.

- Developments will be selected on the basis that implementation can commence as soon as possible. Having said that, it is acknowledged that these projects are long term (generally in excess of five years). The developments will be declared section 29 projects by the Minister or Priority Housing Areas⁵.
- In packaging developments the HDA will have the mandate and funds to overcome key blockages that are currently inhibiting implementation, including for example, the development of bulk infrastructure, accessing well located land etc. In addition the HDA will ensure that each development meets the objective of creating sustainable integrated human settlements. The aim of the HDA will be to be innovative and change the way in which human settlement delivery is currently being undertaken.
- The private sector developer partner will be required to invest in the development and bear some risk. The extent will be determined on a development by development basis. The private sector developer will also be required to invest in social and economic facilities as part of the capital cost of the development and on the basis that the operational costs of the facilities will be borne by the relevant Department (Education, Health etc.) as part of their normal budgeting.

HDA's role will primarily be the investor and project manager on behalf of government. In this regard the HDA will package the development, form the partnerships, invest funds on behalf of the public sector, facilitate the resolution of blockages and monitor implementation (see figure below).

Figure 10: HDA as Developer: Strategy and Approach

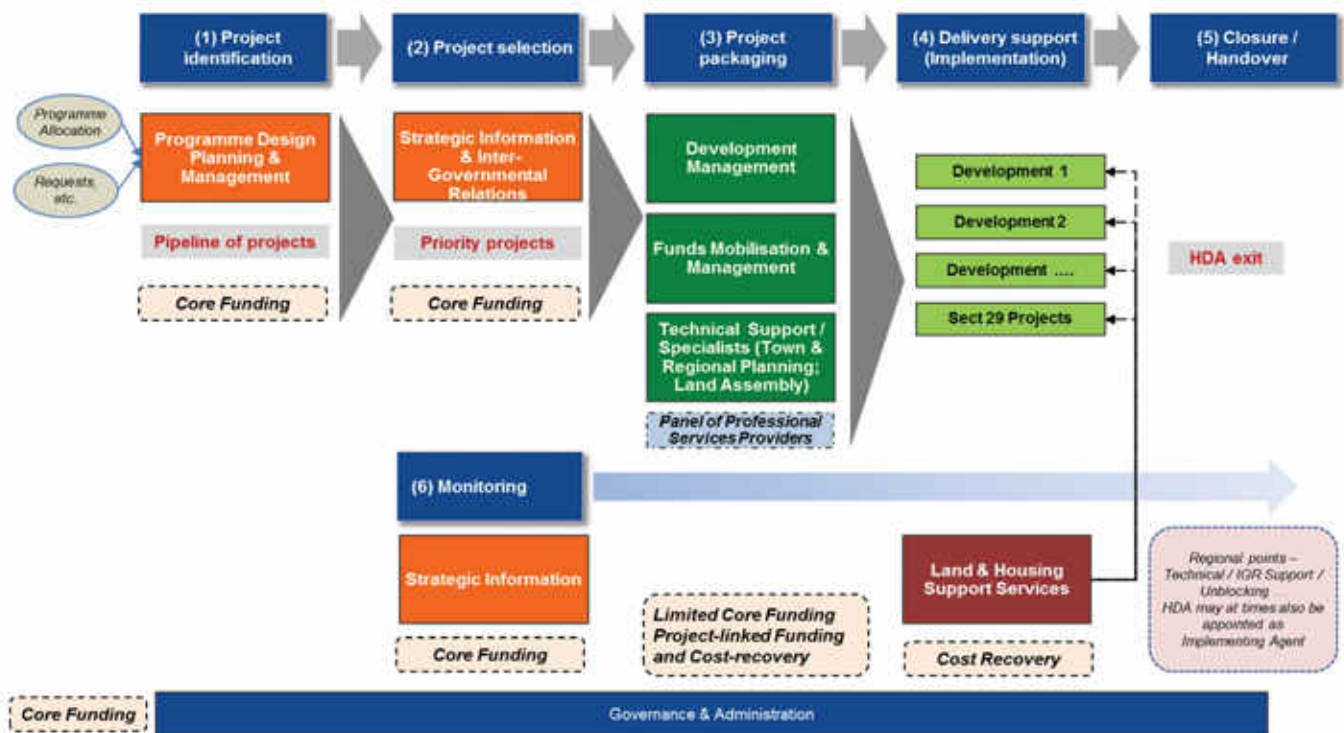


⁵Priority Housing Development Areas (PHDA's) are declared by the Minister of Human Settlements to address specific housing needs to achieve sustainable human settlements, through a process of intergovernmental cooperation, integrated planning and coordinated programmed implementation aimed at fast tracking housing delivery. PHDA's are furthermore determined by the circumstances of housing needs which cannot be addressed in the current arrangement of existing housing programmes.

The figure below sets out the new business/delivery model for the HDA. In implementing this business model the following principles will be applied:

- Over a defined period all resources and activities within the HDA will be redirected towards the packaging and delivery of developments (projects)
- Existing supporting and related activities will be over a defined period directed towards the implementation of the selected developments
- Current programme management activities will be used to generate a pipeline of projects
- Current regional support and Section 29 activities will be over a defined period continued only if they can be funded on a cost-recovery basis and if not these resources will be redirected to support the selected developments

Figure 11: New HDA Business/Delivery Model



1.2.3 Current Business Process and Work Being Undertaken

The HDA's business model has evolved since its establishment. The focus at inception was on the establishment of the organisation and the management of two Section 29 projects (N2 Gateway and Zanemvula). Over time project management support functions to Provinces and Municipalities became a key activity and were utilised as the basis by which land identification, development and release occurred. More recently the focus has shifted to land assembly. The key elements of the HDA's current business practices include:

- **Project management of two Section 29 projects (N2 Gateway and Zanemvula):** This entails all activities to ensure the effective implementation of these projects within a defined budget and time frame. To support this activity HDA has established projects offices in these locations. A project management service fee is charged for this activity paid for by the NDoHS.
- **Providing implementation support to Provinces and Municipalities:** This entails a range of support activities aimed primarily at assisting Provinces or Municipalities to undertake land identification, development and release. The support activities are provided within the framework of the integrated development plans and strategic frameworks as formulated by the province or municipality. Activities are only undertaken through agreements (either Medium Term Operational Plans or Implementation Protocols) and in response to requests made. In order to provide the support the HDA has set up regional offices. These have been established through the agreements and with part funding from the relevant provincial government.
- **National sector-wide land assembly strategy:** The HDA has developed a national sector wide land assembly strategy. This strategy ensures that well-located land is identified and released for development along a human settlement continuum. The strategy is supported by geospatial tools, namely Land and Property Spatial Information System (LAPSIS) and National Human Settlement Land Index (NaHSLI). The HDA's land assembly strategy forms the basis of a master spatial plan for human settlements which is intended to guide the sector.
- **National strategic projects:** The HDA is providing support to three strategic projects as follows:
 - **Informal settlement upgrading:** A range of support is provided both as part of the National Upgrading Support Programme (NUSP) programme and as part of agreements with the 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.
 - **Catalytic projects:** Catalytic projects can range from mega scale inclusionary neighbourhoods to small but high impact interventions. The underlying principle of all of these is that they are all spatially targeted interventions whose main objective is to intervene to deliberately restructure settlement patterns and impact on the environment. The projects were identified through inviting, provinces, municipalities and the private sector to submit projects. A total of over 150 projects were received and were evaluated by an Evaluation Committee using the Master Spatial Plan criteria. A total of 52 projects have now been identified for potential implementation. These projects will provide approximately 790,000 units. Most projects can be implemented within a five to ten year time frame. A schedule of these projects can be seen in Annexure A.

- **Mining towns:** Mining Towns is a special presidential project that emerged out of a process when an Inter-ministerial Committee (IMC) for the Revitalisation of Distressed Mining Communities was established in late 2012. As part of this process the special presidential project commenced in June 2014 to improve human settlement provision in specific mining towns.

The HDA was requested to support the process by the Minister of Human Settlements. The work being undertaken includes the following:

- 1) **Informal settlement upgrading:** The upgrading of 248 informal settlements supported by NUSP
- 2) **Project implementation:** The implementation of human settlements projects including both serviced sites and top structures
- 3) **Partnerships with mining companies:** A range of partnerships are being entered into with private sector mining companies to both access land and undertaken projects

1.2.4 Key Achievements of The HDA Since its Inception

The key achievements of the HDA to date are as follows:

- 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 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 Kwa-Zulu-Natal.

- Zanemvula and N2 Gateway are performing well. As of January 2016 13,225 houses have been handed over in respect of the N2 Gateway project. In respect of Zanemvula during the 2015/16 financial year 1032 units will have been rectified, 1237 sites were serviced and 604 top structures were developed.
- The HDA has operated within the grant and other funds provided.
- The HDA has achieved unqualified audits since its inception.

1.3 Organisational Environment

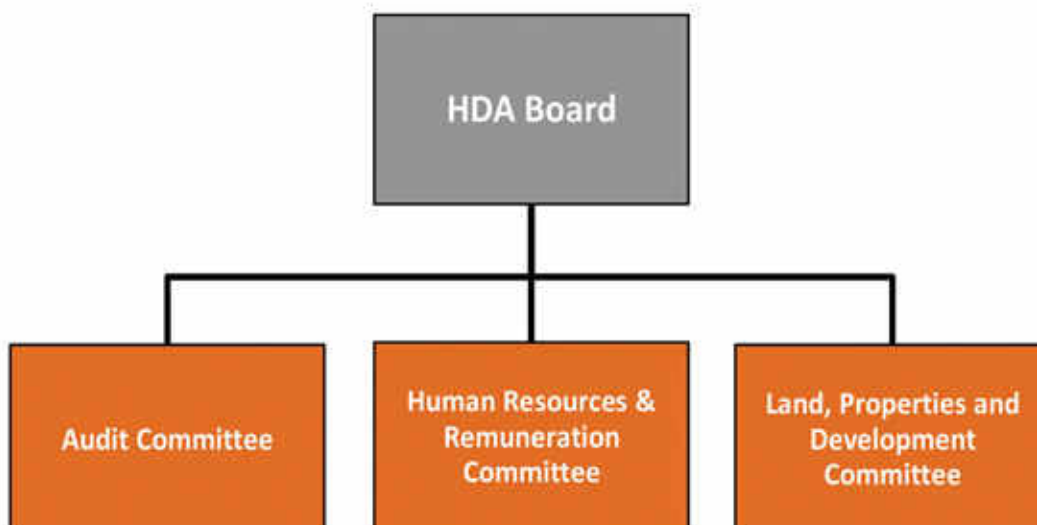
1.3.1 Governance Structures

The governance of the HDA is entrusted in 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 December 2015. A new board was appointed by the National Minister 4th November 2015. The Board consists of nine members as follows:

- Two executive members (CEO and CFO)
- Seven non-executive members, which must include:
 - A member designated by the Minister responsible for Public Works
 - A member designated by the Minister responsible for Land Affairs
 - A member designated by the Minister responsible for Provincial and Local Government

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.

Figure 12: HDA Board and sub-committee structure



1.3.2 Organisational Arrangements

The HDA's organisational structure has changed over time as the business model has evolved. The figure below details the HDA's current functional structure.

Figure 13: Current HDA functional structure

HDA BUDGET STRUCTURE ALIGNED WITH PROGRAMMES



The Agency is managed by the Chief Executive Officer assisted by a senior management team, which includes the Chief Financial Officer and the Head of Departments. 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 Description of The Strategic Planning Process

Following the pronouncement of the Minister on the new mandate and in view of the need to develop the Strategic Plan for 2017-2022 and the Annual Performance Plan for 2017-2018, HDA developed a draft Strategic Plan and the Annual Performance Plan. Later HDA organised a Strategic Planning Session facilitated by an external facilitator essentially to assist review the draft Strategic Plan and the Annual Performance Plan and thereby ensure that both documents adequately reflect the Business Case and that both aligned to each other. This Strategic Plan is a product of that process.

1.5 Strategic Outcome-Oriented Goals of The HDA

The strategic outcome oriented goals for the HDA for this five year strategic plan are shown in the table below. The goals will be undertaken through three programmes and six sub- programmes and are set out in the table below.

The strategic goals are as follows:

1.	Enhance efficiency and effectiveness of the organisation
2.	Accelerate delivery of resilient, integrated and sustainable human settlements
3.	Promote integrated spatial planning and sustainable land development

Strategic Goal 1	Enhance efficiency and effectiveness of the organisation
Goal Statement	Build an effective, efficient and economical administration capable of supporting and implementing Five Year Strategic Plan.\
Justification	<ul style="list-style-type: none"> An organisation that has requisite leadership, capabilities and systems for efficient, effective, responsive and accountable administration
Links	<ul style="list-style-type: none"> Chapter 10 of the Constitution of South Africa NDP Priority: Building capable and developmental state MTSF Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Strategic Goal 2	Accelerate delivery of resilient, integrated and sustainable human settlements
Goal Statement	Support and lead the implementation of strategic human settlement projects
Justification	Provide technical capacity to provinces and municipalities in the delivery of human settlements while assuming developer role in strategic projects
Links	<ul style="list-style-type: none"> NDP, White Paper on Housing, Housing Act, HDA Act, SPLUMA MTSF Outcome 8: Sustainable human settlements and improved quality of household life

Strategic Goal 3	Promote integrated spatial planning and sustainable land development
Goal Statement	Facilitate, Support and Promote Integrated Spatial Development
Justification	Contribute to spatial transformation and integrated human settlements as well as human development
Links	<ul style="list-style-type: none"> NDP, White Paper on Housing, Housing Act, HDA Act, SPLUMA MTSF Outcome 8: Sustainable human settlements and improved quality of household life

2 Part B: Strategic Objectives and key activities

This section outlines strategic objectives identified to achieve the strategic goals set out above. The strategic objectives have been identified and relate to the following approved budget programme.

2.1 Programmes

Below are budget programmes and a short description of how they are structured and what the purposes of each are.

Table 5: Budget Programmes

Programme	Sub-programme	Programme Purpose
Programme 1: Administration	1A: CEO	<ul style="list-style-type: none"> To implement strategic leadership and good governance
	1B: Finance	<ul style="list-style-type: none"> To ensure that the HDA is financially sustainable
	1C: Corporate support	<ul style="list-style-type: none"> To ensure that the HDA is an internally cohesive and effective organisation with systems that are stable and accessible
Programme 2: Strategic support, Organisational effectiveness and stakeholder engagement (SOS)	2A: Organisational Performance	<ul style="list-style-type: none"> To develop and implement a long-term vision and strategy for the HDA, so as to achieve its mandate
	2B: Marketing, communications and SIR	<ul style="list-style-type: none"> To undertake effective stakeholder management and communications
	2C: Spatial Information and Analysis	<ul style="list-style-type: none"> To identify and evaluate land parcels and projects for development by the HDA within an overall investment framework of effective spatial transformation and targeting of human settlements
Programme 3: Development Management & Operations	3A: National Technical Assistance	<ul style="list-style-type: none"> To provide technical services so as to enable the implementation of human settlement developments by the HDA
	3B: National Programme Design and Management	<ul style="list-style-type: none"> To package and manage the implementation of national priority programs
Programme 4 – Built Environment Implementation (BEI)	4A: Regional Coordination and Human Settlements Implementation Support Services Region A, B & C	<ul style="list-style-type: none"> To provide human settlements implementation support services and regional coordination to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlement sector
	4B: Land Management	<ul style="list-style-type: none"> Land identification for human settlement development Acquisition and release of well-located land of human settlement development (targeting poor and middle income households) Support and monitor process in regard to rezoning of land (in municipalities)

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	2019/20
1) Frequency of providing monitoring and evaluation reports against the Framework for Spatial Investment for Human Settlements (FSIHS) based on the Master Spatial Plan (MSP)	Programme 2 c	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	Two monitoring reports on the implementation of spatial targeting and transformation against the framework	Two monitoring reports on the implementation of spatial targeting and transformation against the framework	Two monitoring reports on the implementation of spatial targeting and transformation against the framework	Two monitoring reports on the implementation of spatial targeting and transformation against the framework
		2500 hectares	3000 hectares	3000 hectares	3000 hectares	2000 hectares	2000 hectares
2) Number of hectares of well-located land (targeting poor and middle income households) acquired or released	Programme 4 b						

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	2019/20
3) Hectares of land facilitated for rezoning		New Baseline	New Baseline	New baseline	1000ha	2000ha	2000ha
			Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support
4) Number of national priority programmes provided with programme management and technical project support	Programme 3b		Technical support provided to projects in 22 mining towns	Technical support provided to projects in 22 mining towns	Technical support provided to projects in 22 mining towns	Technical support provided to projects in 22 mining towns	Technical support provided to projects in 22 mining towns
			50 catalytic projects identified	50 catalytic projects identified and assessed	50 catalytic projects managed for implementation	50 catalytic projects managed for implementation	50 catalytic projects managed for implementation

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	2019/20
5) Number of provinces provided with capacity and implementation support as per MTOPs and business plans	Programme 4a	7 provinces supported with HDA services as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with implementation support and regional coordination as per MTOPs and business plans	9 provinces provided with implementation support and regional coordination as per MTOPs and business plans	9 provinces provided with implementation support and regional coordination as per MTOPs and business plans
6) Number of housing units and service sites provided as part of implementation support to programmes and projects	Programme 4 a		2866 housing units	6912 housing units	8859 housing units	Housing units 9100	Housing units 9800-
			664 serviced sites	9539 serviced sites	5203serviced sites	Total units 6500 serviced sites	Total units 6800- Serviced sites
Macro Indicators	Goal and Programme Most Closely Linked to Achievement Indicator	Targets Estimates					
Number of private sector developers meeting targets in the Transformation and Empowerment Framework (TEF)	Programme 4a	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
		New Baseline	56 Catalytic Projects identified	19 Transformation and Empowerment plans signed	5 private sector developers partially meeting targets TEF	5 private sector developers fully meeting targets TEF	56 Catalytic Projects identified
					5 Implementation framework signed	7 Implementation framework signed	9 Implementation framework signed

Note: Catalytic projects implemented implies that the HDA will ensure the projects are identified, assessed and, where projects are selected for implementation, the HDA will take responsibility to manage the implementation of the projects. The 50 catalytic projects will take place over the period of the MTSF target, however 20 projects will be undertaken per financial year starting 17/18 to be managed for implementation will result in a 100 projects managed for implementation by the end 21/22.

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.

Indicator	Programme	Previous 3 Years					Current	Projected	Projected	Projected
		2013/14	2014/15	2015/16	2016/17	2017/18				
Organisational effectiveness and financial sustainability	Administration	Unqualified audit and effective systems -	Unqualified audit and effective systems	Unqualified audit and effective systems -	Unqualified audit and effective systems -	Unqualified audit and effective systems -	Unqualified audit and effective systems	Unqualified audit and effective systems	Unqualified audit and effective systems	
Percentage achievement of National sector-wide land assembly strategy Implementation Plan	Spatial Information and Analysis	-	Master Spatial Plan developed	Land strategy developed and approved by HDA Board	MSP maintained	MSP maintained	MSP maintained	MSP maintained	MSP maintained	
Number of Priority Development Areas (PHDA)	Spatial Information and Analysis	3	-	Identified 117 investment potential areas	Refine investment potential with future urban growth analysis	Refine investment potential with future urban growth analysis	-Refine investment potential planning instruments	- Refine investment potential planning instruments	- Refine investment potential planning instruments	
Number of hectares of well-located land (targeting poor and middle income households)	Built Environment implementation	4250ha	2500ha	3000ha	3000ha	3000ha	3000ha	2000ha	2000ha	
Number of IGR protocols established and implemented	Strategic support, Organisational effectiveness and stakeholder engagement (SOS)	9	9	9	9	9	17 Implementation Protocols	17 Implementation Protocols -	17 Implementation Protocols	

Table 16: Strategic objectives and key activities: Programme 1b: Finance

Programme 1B: Finance					MTEF Targets				
Strategic Goal: Enhance efficiency and effectiveness of the organization									
Strategic Objective	Key Activities	Numbering	Performance Measure/Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
To ensure that the HDA is financially sustainable over the period of the MTEF	Formulate a budget for HDA that sets out operational and capital requirements	1B.1	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time	Budget for the HDA formulated and approved in time
	Develop and implement systems to ensure operational and capital requirements are met	1B.2	Systems to ensure operational and capital requirements are met	Reports showing 100% compliance produced	Reports showing 100% compliance produced	Reports showing 100% compliance produced	Reports showing 100% compliance produced	Reports showing 100% compliance produced	Reports showing 100% compliance produced
	Develop and implement a comprehensive financial modeling for long term sustainability of HDA	1B.3	Financial modelling developed and implemented	Development of financial modelling commenced	Financial modelling developed and approved	Financial modelling implemented	Financial modelling implemented	Financial modelling implemented	Financial modelling implemented
	Monitor budget implementation and report expenditure against budget to meet legislative and contractual requirements	1B.4	% within which expenditure of funds received is kept	Expenditure kept within a 5% variance (over or under) of budgeted funds received	Expenditure kept within a 5% variance (over or under) of budgeted funds received	Expenditure kept within a 5% variance (over or under) of budgeted funds received	Expenditure kept within a 5% variance (over or under) of budgeted funds received	Expenditure kept within a 5% variance (over or under) of budgeted funds received	Expenditure kept within a 5% variance (over or under) of budgeted funds received
To implement effective systems to manage finance, budgets and performance management compliance, and risk management and compliance	Develop and monitor implementation of systems to manage finance, budgets and performance management, SCM and risk management compliance	1B.5	Unqualified financial audit opinion on the financial statements obtained from external auditors	Unqualified financial audit report for 2016/17 from external auditors published by 30 August 2018	Unqualified financial audit report for 2017/18 from external auditors published by 30 August 2019	Unqualified financial audit report for 2018/19 from external auditors published by 30 August 2020	Unqualified financial audit report for 2019/20 from external auditors published by 30 August 2021	Unqualified financial audit report for 2020/21 from external auditors published by 30 August 2021	Unqualified financial audit report for 2021/22 from external auditors published by 30 August 2022

Table 17: Strategic objectives and key activities: Programme 2a: Organisational Performance

Programme 2A: Strategic Organizational Performance					MTEF Targets				
Strategic Goal: Enhance efficiency and effectiveness of the organization									
Strategic Objective	Key Activities	Numbering	Performance Measure/Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
To develop and implement a long-term vision and strategy for the HDA	Develop long Term Strategy and Vision and three-year strategic plan and approved by the Board	2A.1	Approved three-year strategic plan for the HDA Approved Long Term Strategy for the HDA	Three-year strategic plan finalized by end August Long Term Strategy finalized by end August and reviews undertaken in December 2016, June 2017 and	Three-year strategic plan finalized by end August Long Term Strategy finalized by end August and reviews undertaken in December 2017, June 2018 and	Three-year strategic plan finalized by end August and reviews undertaken in December, June and December Annual evaluation in November	Three-year strategic plan finalized by end August Long Term Strategy finalized by end August and reviews undertaken in December 2020	Three-year strategic plan finalized by end August and reviews undertaken in December, June and December Annual evaluation in November	Three-year strategic plan finalized by end August and reviews undertaken in December, June and December Annual evaluation in November
To ensure the development and effective implementation and monitoring of the Annual Performance Plan	Develop and implement Annual Performance Plan to be approved by the Board and NDoHS annually	2A.2	APP developed and approved by the Board and NDoHS	APP finalized by end August 12 90% of targets in the APP are met	APP finalized by end August 100% of reporting requirements are met and 90% of targets in the APP are met	APP finalized by end August 100% of reporting requirements are met and 90% of targets in the APP are met	APP finalized by end August	APP finalized by end August	APP finalized by end August
	Produce reports on implementation of Annual Performance Plan.	2A.3	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements	Reports produced 100% according to set reporting requirements
Intervene to resolve blockages in implementation		2A.4	90% of targets in the APP are met	90% of targets in the APP are met	90% of targets in the APP are met	90% of targets in the APP are met	90% of targets in the APP are met	90% of targets in the APP are met	90% of targets in the APP are met
To ensure implementation of good corporate governance	Report quarterly on the compliance matrix to the NDoHS	2A.5	% compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix	100% Compliance with governance protocols and standards as provided in the compliance matrix

Programme 2A: Strategic Organizational Performance					MTEF Targets				
Strategic Goal: Enhance efficiency and effectiveness of the organization									
Strategic Objective	Key Activities	Numbering	Performance Measure/Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
To ensure effective monitoring and improvement of organizational performance	Develop and implement organizational performance management framework	2A.6	Organizational performance management framework developed and implemented	Organizational performance management framework developed and implemented	Organizational performance management framework developed	Organizational performance management framework implemented	Organizational performance management framework implemented	Organizational performance management framework implemented	Organizational performance management framework implemented

Table 20: Strategic objectives and key activities: Programme 2b: Marketing, Communication and SIR

Programme 2C: Spatial information and analysis			MTEF Targets						
Strategic Goal: Promote integrated spatial planning and sustainable land development			2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target	
Strategic Objective	Key Activities	Numbering	Performance Measure/ Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
To ensure acquisition of strategic land and landed and properties for development by HDA	Identify and acquire strategic land and landed properties for development projects aligned to the Master Spatial Plan	2C.1	% of land parcels and landed properties acquired and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted	100% of land parcels and projects with investment potential submitted
To ensure effective monitoring and evaluation of land development for the achievement of spatial transformation in human settlements	Develop an M & E framework to monitor and report on alignment to Master Spatial Plan (MSP)	2C.2	Quarterly reports on alignment to MSP produced at set intervals	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting	4 Quarterly reports with research and impact studies done related to monitoring and evaluation of spatial transformation and targeting
To ensure integrated spatial planning	Develop a comprehensive Spatial Master Plan	2C.3	Spatial Master Plan developed and implemented	MSP in place	Service providers appointed	Draft Spatial Master Plan	Spatial Master Plan consulted on	Spatial Master Plan finalised and approved	To ensure integrated spatial planning

**Table 23: Strategic objectives and key activities: Programme 3b:
National Programme Design and Management**

Programme 3B: National Programme Design and Management					MTEF Targets				
Strategic Goal: - Accelerate the delivery of resilient, integrated and sustainable human settlements									
Strategic Objective	Key Activities	Numbering	Performance Measure/ Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
To ensure the packaging, management and implementation of national priority programmes as agreed with the Minister including catalytic projects, mining towns and NUSP.	Develop, implement and monitor the Business Plan for priority projects	3B.1	Number of priority programmes and projects implemented	3 programmes managed for implementation including catalytic projects, mining towns and NUSP implemented	3 programmes managed for implementation including catalytic projects, mining towns and NUSP implemented	3 programmes including catalytic projects, mining towns and NUSP implemented	3 programmes including catalytic projects, mining towns and NUSP implemented	3 programmes including catalytic projects, mining towns and NUSP implemented	3 programmes including catalytic projects, mining towns and NUSP implemented
To ensure effective implementation of strategic/catalytic human settlement developments	Implement identified catalytic projects	3B.2	Number of projects identified and implemented	10 Projects selected 50 project reviewed	50 catalytic projects managed for implementation (20 projects selected)	50 projects implemented (20 projects selected)	50 projects implemented (20 projects selected)	50 projects implemented (20 projects selected)	50 projects implemented (20 projects selected)
To ensure that identified human settlement development projects are unblocked and implemented	Identify projects requiring 'unblocking' and fast track their implementation	3B.3	Number of identified projects unblocked and implemented	5 identified projects unblocked and implemented	5 of identified projects unblocked and implemented	5 identified projects unblocked and implemented	5 identified projects unblocked and implemented	5 identified projects unblocked and implemented	5 identified projects unblocked and implemented
Mining Towns: To ensure revitalisation of the distressed mining communities in the identified 22 mining towns and 12 Labour sending areas with mining companies.	Intervention in 22 mining towns	3B.4	Number of transformation plans	5 Transformation Plans	5 Transformation plans	Project Implementation	Project Implementation	Project Implementation	Project Implementation
	Intervention in 22 mining towns and 12 Labour sending areas	3B.5	implementation strategy for mining towns and labour sending areas	New Baseline	1 implementation strategy for mining towns and labour sending areas	Provide Technical Support	Provide Technical Support	Provide Technical Support	Provide Technical Support
	12 labour sending area	3B.6	Number of transformation plans developed	New Baseline	12 transformation plans	Provide Technical Support	Provide Technical Support	Provide Technical Support	Provide Technical Support

Table 24: Strategic objectives and key activities: Programme 4: Built Environment Implementation

Programme 4A: Regional Coordination and Human Settlements Implementation							MTEF Targets				
Support Services											
Strategic Goal: Accelerate delivery of resilient, integrated and sustainable human settlements											
Strategic Objective	Key Activities	Numbering	Performance Measure/ Indicator	2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target		
To enhance capacity and provide projects implementation services to provinces and municipalities for human settlements development	Build capacity for implementation of human settlements projects	4A.1	Number of provinces provided with capacity support as per MTOPs and business plans	3 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support, as per MTOPs and business plans		
	Deliver/support serviced lands for human settlements	4A.2	Number of human settlements serviced sites delivered/supported	No of serviced sites	5203 serviced sites	9539 serviced sites service sites	5203 serviced sites	6500 serviced sites	6800-Serviced sites		
To facilitate the transformation of the Human Settlement sector and empowerment of previously disadvantaged	Develop and sign transformation and empowerment agreements to transform the Human Settlement Sector	4A.3	Number of human settlements units delivered/supported	No of housing units	6518 Housing units	6912 housing units	8859 housing units	Housing units 9100	Housing units 9800		
		4A.4	Number of T/E agreements signed	New Baseline	19 T/E signed agreements	20 T/E signed agreement	21 T/E signed agreement	22 T/E signed agreements	23 T/E signed agreements		
			Number of implementation frameworks signed with developers	New Baseline	5 implementation frameworks signed	7 implementation frameworks signed	9 implementation frameworks signed	11 implementation frameworks signed	12 implementation frameworks signed		

Table 24: Strategic objectives and key activities: Programme 4: Built Environment Implementation

Programme 4 B : Land Management					MTEF Targets					
Strategic Goal: Promote integrated spatial planning and sustainable land development					2016/17 Target (Baseline)	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
Strategic Objective	Key Activities	Numbering	Performance Measure/ Indicator							
To ensure the acceleration of the release of well-located land for housing and human settlements	Identify and acquire land for human settlement developments	4B.1	Number of hectares of well-located land (targeting poor and middle income households) acquired or released		3000	3000	3000	3000	2000	2000
		4b.2	Number of hectares of land facilitated for rezoning	New baseline	1000 ha	1000ha	1000ha	1000ha	1000ha	1000ha

2.3 Resource Considerations

2.3.1 Capacity Mobilisation Approach

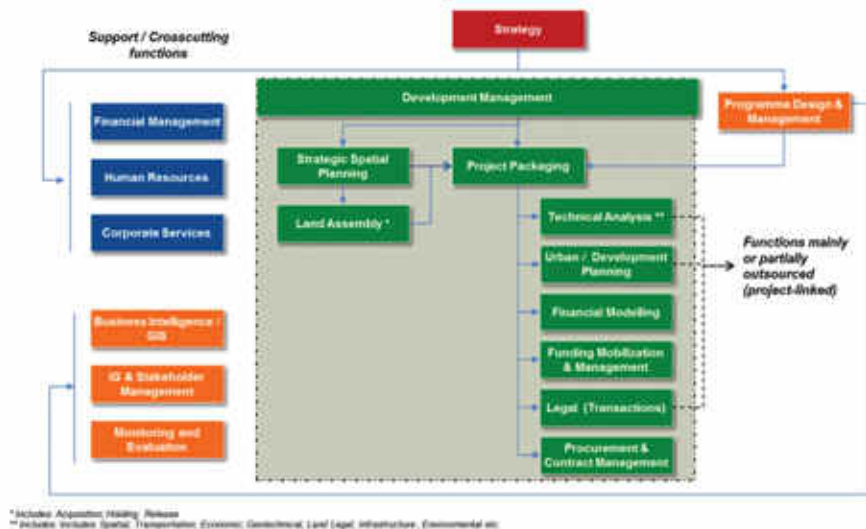
The business process for implementing a large mixed use development requires a high level of experienced capacity and resources. There will need to be extensive experienced capacity within the HDA, supplemented by contracted technical teams, including:

- An experienced property development senior deal maker
- A number of senior development managers - one for each development being undertaken.
- Key expertise and capacity: Town planning; Financial expert/ modeller; Senior legal advisor

Critical and central is the idea that every development has a Development Manager responsible for its completion from beginning to end and the responsibility to draw on internal HDA as well as external specialist skills/ resources as required. One Development Manager could be responsible for more than one project depending on their size. The HDA will need to procure these or access them from the private sector in the form of a strategic partnership.

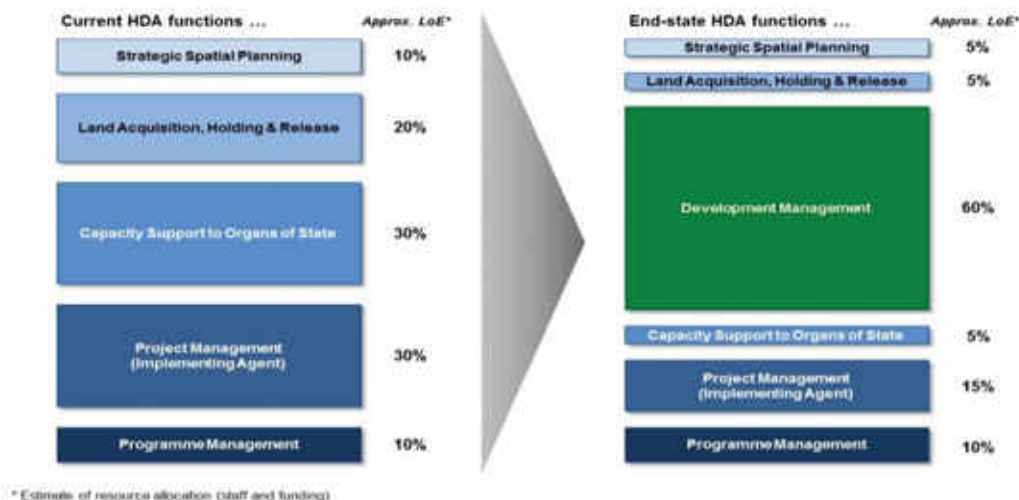
The figure below indicates that many of the current HDA internal functions can be applied to fulfilling the developer role. However key functions will be required to be secured including development management, project packaging, funding mobilisation and financial modelling. It is recommended that these functions be secured on a contract basis that is performance linked. In addition the functions of legal, urban development planning and technical analysis if they cannot be undertaken by in house resources can be undertaken by an external service provider. This should be undertaken on a project linked basis.

Figure 14: Functions required



The intention is to shift the HDA's current resources and capacity towards undertaking the developer role. The figure below indicates the intended shift over the MTEF period.

Figure 15: HDA core function shifts over MTEF period (illustrative)



Over the period it is proposed that the HDA will undertake three main roles i.e. programme manager, implementing agent and developer. The key activities that will be undertaken in respect of each of these roles are as follows:

- Programme Manager: This comprises implementing the following existing programmes: Catalytic projects, Mining Towns, Informal Settlement Upgrading, Inner City and HSS Support Services.
- Implementing Agent: This comprises acting as the implementing agent in respect of the following Section 29 projects or interventions: Nelson Mandela Bay, Gauteng Province, Zanemvula and N2 Gateway.
- Developer: This comprises the new role of Developer in respect of the following developments: Five developments selected from the catalytic projects programme, Lanseria, Knysna and Cornubia.

The intensity and allocation of resources in respect of these three roles will shift over time (see figure below).

Figure 16: HDA: Three main roles



2.3.2 Organisational Arrangements

2.3.2.1 Governance and Accountability

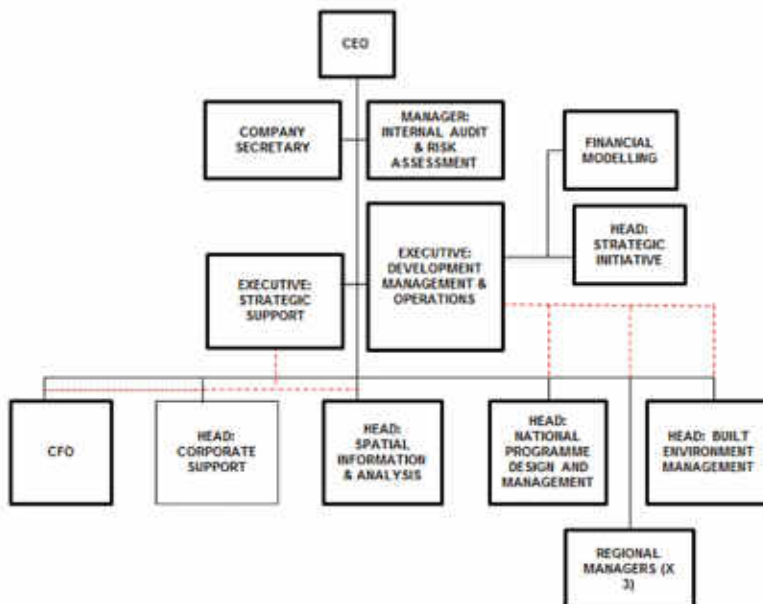
No change is required to the current governance structure of the HDA as set out in section 1.8.2.

However an additional Board sub-committee responsible for Development Management will be created. Its mandate will be to approve projects for development and overview their implementation.

2.3.2.2 Proposed Revised Organisational Structure

The revised overall organisational structure is shown in the figure below.

Figure 17: Overall Organisational Structure



Overall it is proposed that the HDA retain four programmes. However these are to be significantly restructured in respect of changed resource allocations and changed reporting lines. Matrix reporting will be applied so as to improve coordination between functions.

The overall structure comprises four overall functions:

- Strategic leadership – CEOs office
- Support functions – CFO's office and Corporate Services
- Technical support functions (cross-cutting pool of technical resources) in support of delivery programmes
- Core delivery functions – National Programme Support and Development Management

2.3.2.3 Operational Arrangements

In shifting from the current business model to the new business model the following operational arrangements will apply:

- **Regional offices:** The HDA regional and project offices have been established in terms of set agreements (Medium Term Operational Plans (MTOPs) or Implementation Protocols (IPs)). The majority of staff employed in these offices are on contracts linked to the term of the agreements. Currently the offices are not fully financed through the agreement and require top up funding from HDA's core funding. HDA will continue to operate and partly fund the regional offices to fulfil its obligations in terms of the current MTOPs and IPs. The regional offices will continue to function after the current contracts only if they are fully funded through the MTOP or IP. If this does not occur the regional offices will be closed.
- **Intergovernmental coordination:** High level intergovernmental coordination will be undertaken as part of the strategic function in the office of the CEO of the HDA. However this function is seen as being critical to the operations of the HDA in respect of all of the functions i.e. programme manager, implementing agent and developer. Accordingly in respect of programmes and developments it is a cross cutting function that must be undertaken in respect of each programme and development by the implementing manager.
- **Meeting of reporting targets:** The HDA will continue to report on and meet the targets set in the Medium Term Strategic Framework (2014). In this regard the HDA will report on the acquisition of 10 000 hectares of well-located publicly owned land and buildings released for human settlement development. Overtime the target will be revised to reflect more accurately delivery in respect of the developer role.

2.3.2.4 Resourcing Approach

Given the current fiscal context as well as government's moratorium on new post establishment the approach taken to the staffed structure envisages utilising the existing resources as efficiently as possible.

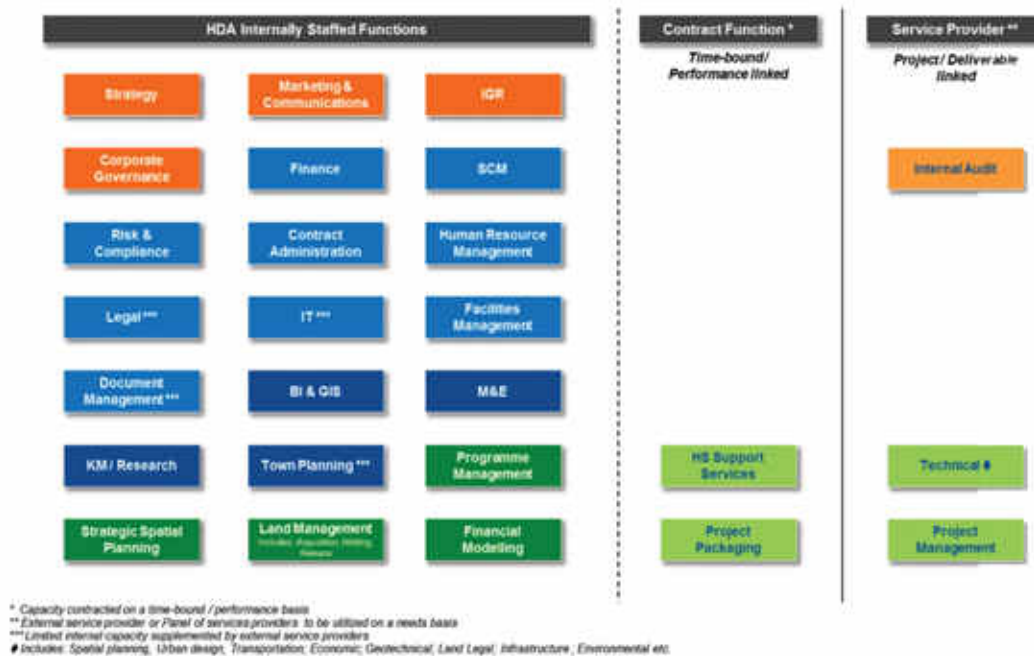
Additional resources will need to be contracted for the development function; however a range of critical technical resources and project management support should only be contracted once funding has been secured.

Principles that have been applied to the staffing structure are the following:

- Division of responsibility to support good governance
- Reporting ratios aligned with good practice
- Career development supported
- Support accountability within roles
- Support delivery of the organisational mandate and strategy

- Focus is on few large projects headed by senior development managers
- Small core staff - outsourced professionals linked to projects
- Regional structures to be restructured over time to ensure cost recovery and move to development support

Figure 18: Resourcing approach per function



2.3.2.5 Remuneration Approach

Considering the budgetary constraints and the fact that there is an existing remuneration policy and framework in place, it is recommended that this framework be maintained in its current state. The current policy position is that staff are paid on the 25th percentile of the general labour market. Staff are remunerated on the basis of Total Cost of Employment. Benefits include contributions to retirement funding through the GEPF, contributions to health care funding through the HDA elected medical aid schemes and risk benefits that include life and accidental death cover, income protection cover and funeral cover.

In addition an integrated performance management approach is proposed. This will integrate the responsibility for performance across four different levels. The purpose of this approach will be to support a clear understanding of the need to integrated operating and delivery. The performance of all staff will be evaluated twice a year: September and March. This will align with the financial year and will support having evidence to facilitate effective performance discussions.

The HDA aims to link the awarding and payment of incentives directly to the performance of the organisation and the contributions from each individual in achieving organisational performance. The overall approval of the incentive allocation will be recommended by the HDA Remuneration Committee and approved by the Board. This will be directly informed by the organisational performance and budget availability. A maximum allocation of 15% of the salary bill will be implemented.

In addition to the bonus participation for performance at a very good or outstanding level, staff who perform at these levels will also be eligible for a performance based salary adjustment over and above the CPI informed increase that all staff are awarded. The actual level of salary adjustment will be determined by the Remuneration Committee for approval by the HDA Board.

2.4 Funding Arrangements

2.4.1 Financial Assumptions

The initial financial implications set out below are based on the following key assumptions:

- Limit the budget implications, i.e. operate as far as possible within the existing budget envelope through re-allocating resources internally
- Limit overheads to maximise resources focused on project delivery
- Current regional support to become fully-cost recovery over time
- Retain a small core professional staff and outsource technical, project management and related resources linked to projects
- Cover the cost of development directly from projects (development management fees)

2.4.2 Funding Sources

The primary funding sources envisaged for the HDA are as follows:

- Core staff and administration to be covered from annual transfers
- Regional (MTOP) support to be cost recovery paid for by clients
- Developments will be funded to a very limited extent (senior development managers) from core funding with all remaining project management and technical requirements to be funded from a development management fee (initially set at 5%)

In addition to the above operating income there will need to be access to capital for actual developments. A number of options are being considered. (Note: this is to be expanded in the next iteration).

Indicated below is an initial estimate of costs in respect of delivering 5 major catalytic projects. These five projects have R 27 billion capex delivering some 108,000 housing units.

Table 8: Major catalytic projects – indicative budget implications

Cost Category	Rate %	Amount
Total Project Cost		R 33,417,259,418
Development management	5%	R 1,358,425,180
Professional fees	18%	R 4,890,330,647
Project management	Included in Prof Fees	
Capex	81%	R 27,168,503,592
Total Project Cost		R 33,417,259,418

The full cost of these redevelopments will need to be raised from available resources including HSDG, MIG as well as private and other funding.

The HDA's costs are expected to be recovered from a development management fee. However it has been assumed that in the short-term there will be shortfall in recovery as projects are packaged and funding is secured. The current budget for the development management functions at some R200 million per annum is sufficient to deliver some R4 billion capital.

The forecast development management fee (at 5%) against the projected capex is set out in the table below.

Table 9: Estimate of Annual Budget Cost Categories

	Total Budget	Estimate of Total Budget Spend				
		2016/17	2017/18	2018/19	2019/20	2020/21
Development management	1,358,425,180	227,437,166	224,307,085	224,307,085	224,307,085	224,307,085
Professional fees	4,890,330,647	818,773,797	807,505,504	807,505,504	807,505,504	807,505,504
Capex	27,168,503,592	4,548,743,317	4,486,141,691	4,486,141,691	4,486,141,691	4,486,141,691
Total	33,417,259,418	5,594,954,280	5,517,954,280	5,517,954,280	5,517,954,280	5,517,954,280

2.4.3 HDA Budget Implications

The initial budget implications for the HDA are set-out in the following page.

This is based on a reallocation of resources across programmes as well as provision for additional resources.

Table 10: HDA budget implications

	CURRENT BUDGET	BUDGET Including Previous Programme 5	RE-MAPPED BUDGET	FORECAST			
	Mar-16	Mar-17	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	Approved budget		New Proposed budget				
Financial Year:	2015/2016	2016/2017	2015/2016	2016/17	2017/18	2018/19	2019/20
	Current Budget	Proposed Budget	AMENDED BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Total Revenue	R 512,167	R330,920	R512,45	R330,920	R388,045	R414,850	R440,931
Total Expenses	R 512,167	R330,920	R512,45	R330,920	R388,045	R414,850	R440,931
Surplus / (Deficit)	R 0	0	0	0	0	0	0

Notes: Annual income escalated at 6%, annual costs escalated at 5%

(Note the usage of the Grant Funding, received from the National Department of Human Settlements has been separated from other funding allocation, as reflected in Annexure A)

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 on-going 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:

Inherent risk - Inherent risk is the risk posed by an error or omission in a financial statement due to a factor other than a failure of control. In a financial audit, inherent risk is most likely to occur when transactions are complex, or in situations that require a high degree of judgment in regards to financial estimates.

Residual risk - The residual risk is the risk or danger of an action or an event, a method or a (technical) process that, although being abreast with science, still conceives these dangers, even if all theoretically possible safety measures would be applied (scientifically conceivable measures); in other words, the amount of risk left ...

Table 11: Key Risks & Mitigation

#	Risk	Risk Description	Mitigating Action	Inherent Risk	Residual Risk rating
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	Unable to acquire required skill level in specified time frame.	An annual plan for capacity assembly and a plan for ad hoc		

Table 11: Key Risks & Mitigation

#	Risk	Risk Description	Mitigating Action	Inherent Risk	Residual Risk rating
	requests	Dependency on HR and SCM processes	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 work stream 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		



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