



Accelerating the development of sustainable human settlements through land assembly, building and property acquisitions, and project management and support services



The Housing Development Agency
Medium Term Strategic Plan
2011/12 to 2013/14
FEBRUARY 2011

TABLE OF CONTENTS

FOREWORD BY CHAIRPERSON	4
1 STRATEGIC OVERVIEW	5
1.1 Establishment of the HDA	5
1.2 Classification of the Agency	5
1.3 Role of the HDA.....	5
1.4 Key contextual considerations	6
1.4.1 Outcome 8 alignment.....	6
1.4.2 Government priority alignment	6
1.4.3 Social development.....	7
1.4.4 General considerations	7
1.5 Key achievements of the HDA in the current financial year (2010/11)	8
1.5.1 Performance factors.....	8
1.5.2 Financial performance	8
1.5.3 Intergovernmental Relations and Stakeholder Management (IGR&SM).....	9
1.5.4 Land Acquisitions and Management (LAM).....	10
1.5.5 Projects and Programmes (P&P)	11
1.5.6 Organisational development	12
2 LEGISLATIVE AND POLICY MANDATES	14
2.1 Legislative mandate	14
2.2 Policy alignment.....	14
3 HUMAN SETTLEMENT SECTOR CHALLENGES: THE ROLE OF THE HDA	14
4 HDA VISION, MISSION AND FUNCTIONS	16
4.1 Vision statement	16
4.2 Mission	16
4.3 Functions	16
4.4 Guiding values	21
5 VISIONARY GOALS, GOAL STATEMENTS AND STRATEGIC OBJECTIVES	21
5.1 Macro performance indicators.....	23
6 PROGRAMME AND SUB-PROGRAMME PLANS	24
6.1 Programme One: Strategic management, finance and administration.....	24
6.2 Programme Two: Land Acquisitions and Management	24
6.3 Programme Three: Projects and Programmes	25
6.4 Programme Four: Intergovernmental Relations and Strategic Alignment	25

7	CAPACITY MOBILISATION APPROACH	25
8	INSTITUTIONAL ARRANGEMENTS	26
8.1	Legal persona	26
8.2	Corporate governance	26
8.3	Management of the Agency	27
8.4	Organisational structure and principles	27
9	FINANCIAL ASPECTS.....	28
9.1	Funding arrangements relating to the Agency	28
9.2	Funding scenarios.....	29
9.3	Application of Public Finance Management Act	29
9.4	HDA Budget for 2011 /12 MTEF	30
9.4.1	Operational budget	30
9.4.2	Capital budget.....	30
9.4.3	Section 29 project budgets.....	30
10	PROGRAMME PLANS.....	31

Tables

Table one:	Primary and support roles, functions, products and services
Table two:	Visionary goals and strategic objectives
Table three:	Macro performance indicators
Table four:	Funding options and status thereof
Table five:	Impacts of different funding scenarios
Table six:	Section 29 projects summary budget

Figures

Figure one:	Assembly and capacity mobilisation approach
Figure two:	HDA Board and sub-committee structure
Figure three:	Organisational structure

Annexures

Annexure A:	Annual performance plan 2011/12
Annexure B:	MTEF budget proposal
Annexure C:	Materiality framework
Annexure D:	N2 Gateway
Annexure E:	Zanemvula

FOREWORD BY CHAIRPERSON

The HDA is into its second year of operation and this is its third strategic plan for the MTEF period 2011/12 to 2013/14. The building blocks that were put in place in year one have gone a long way in fulfilling our targets as set in last year's plan. Our written mandate as per the Act has been signed by the Minister of Human Settlements and various agreements and implementation protocols have been signed or are in the process of negotiation with the provinces and municipalities. We also now have a strong management team and skilled staff in place to deliver on these agreements.

The primary focus as we head into year three will be on firming up relationships with the provinces and municipalities and continuing our discussions in order to ensure that all our stakeholders understand the role and responsibilities of the HDA, and more importantly what services we can provide. These relationships are crucial if we are to 'accelerate the development of sustainable human settlements through land assembly, building and property acquisitions, and project management support services', which is also our new by-line. To this end the HDA has re-introduced the position of General Manager - Intergovernmental Liaison and Strategic Alignment. Management of the two national priority projects, namely N2 Gateway and Zanemvula, continue, as do refinements to land geo-spatial services (LAPSIS) and the state land and property inventory (NaHSLI), as well as to the preparation and development of priority housing development area frameworks.

Although the HDA is on track to deliver on its mandate, some obstacles remain, the absence of a coherent land assembly programme for human settlements that can be funded being one of the main ones. It is of the utmost importance that appropriate and adequate funding is provided to enable the HDA to meet its legislated mandates.

On behalf of the Board I am pleased to present the Agency's Medium Term Strategic Plan 2011-2014. It is our view that the plan continues to provide a secure basis for sustained growth and delivery. We have ensured that this strategic plan is aligned with Outcome 8 and so we have included concrete targets to ensure the 'creation of sustainable human settlements and improved quality of household life'.

Setting up a new institution in as difficult an arena as land assembly and human settlement is not a simple or easy undertaking and we would like to acknowledge and thank the Minister, the Director General and the National Department of Human Settlements as a whole for the support we have received.

Mr N Sowazi
Chairperson: HDA Board

1 STRATEGIC OVERVIEW

1.1 Establishment of the HDA

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

1.2 Classification of the Agency

The HDA Act established the Agency as a juristic person operating as a national public entity which has been classified in terms Schedule 3A of the Public Finance Management Act. The HDA is an agent of the National Department of Human Settlements (NDHS), and specifically extends the Department'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 the provision of project management and development services in informal settlement upgrading and the provision of emergency shelter.

1.3 Role of the HDA

In terms of its legislated mandate the HDA has two fundamental functions:

- 1. Land acquisition and land holding, focusing on state-owned land in general, and private and communal land linked to specific government priorities*
- 2. Project delivery support services directed at enhancing intergovernmental capability in the delivery of integrated human settlements*

The HDA Act outlines the role of the HDA as follows:

- To acquire, and/or facilitate the acquisition, holding, development and release of strategically situated land and buildings for development
- To facilitate the planning process to ensure proclamation of land for integrated human settlement
- To ensure appropriate government funding flows and subsidies for:
 - Land and building acquisition
 - Planning and proclamation process
 - Bulk and internal infrastructure development
 - Social infrastructure development
 - Top structures
- To supervise and monitor the development of the land

The functions of the HDA are further elaborated upon in Section 4.3 below. In terms of the Act, the Minister has the right to authorise the Agency to perform any additional function that is consistent with the Act. Accordingly the Minister can direct the Agency to conclude land assembly and/or project management agreements with organs of state, in consultation with the relevant MECs.

1.4 Key contextual considerations

The following considerations have been identified as shaping the context within which the strategic position of the HDA occurs:

1.4.1 Outcome 8 alignment

The programmes and projects of the HDA will also service the outcomes required in terms of the delivery agreements signed between the President and the National Minister of Human Settlements, as further elaborated in the various delivery agreements signed between the National Minister and the various Provincial MECs. These require the following to be delivered by 2014:

- Upgrading of 400 000 units in informal settlements
- Development of 80 000 affordable rental housing units as follows:
 - 24 312 social housing units
 - 20 000 community residential units
 - 8 487 institutional subsidy units
 - 26 600 private sector affordable rental units
- Acquisition of 6 250 hectares of well-located public land for housing at 60 units per hectare
- Access to finance for 600 000 households in the affordable housing market

The HDA is directly responsible for the acquisition of 6 250 hectares of well-located publicly-owned land and buildings, and will also assist in the upgrading of informal settlements and the development of social housing and community residential units.

1.4.2 Government priority alignment

Following from the Medium Term Strategic Framework, it should be noted that the areas of operation and focus for the HDA are within the policy priorities of the Government. These are:

- In his 'State of the Nation' address on 11 February 2010, the President pronounced that key to addressing the challenges of human settlements and homelessness, Government would release over 6 000 hectares of well-located public land for low income and affordable housing. This priority naturally fits within the key functions of

the Agency and will serve to direct the focus of the HDA as has already been articulated in the outputs of Outcome 8.

- In terms of the Government's Outcomes approach, the eighth outcome relates to creating **sustainable human settlements and improved quality of household life**. Of specific significance is the centrality of the HDA in the attainment of the output to release well-located state-owned land for human settlement purposes. Furthermore, the Agency is poised to make a significant contribution in the upgrading of informal settlements

1.4.3 Social development

The HDA is involved in the following social development projects:

- A multi-purpose community centre is being built at Soweto-on-Sea as part of the Zanemvula project. It is a pilot programme of the National Department of Human Settlements, Eastern Cape Province and Nelson Mandela Bay Municipality and is being implemented by the HDA. The HDA is working with the community to ensure a programme of activities is in place once the centre opens.
- An NDHS-initiated vegetable food garden training programme took place in Delft 7-9 in February this year for approximately 130 beneficiaries – in partnership with the HDA and other government departments.
- Job creation is reported on by the respective provinces for the N2 Gateway and Zanemvula projects.

1.4.4 General considerations

The following are the general considerations that influence the context in which the HDA operates:

- The HDA is operating in an overall development environment and sector that is undergoing a transition of strategic focus triggered by an extended mandate i.e. from 'Housing' to 'Human Settlements'. Funding arrangements relating to the HDA need to be reviewed against the legislative and regulatory provision for funding for a Sec 3(A) entity. Of particular attention is the need to develop and implement the policy requirement that the fiscus should fund the legislated functions of the HDA. Additional funding streams as provided for in the Act are still to be explored. The fundamental question of a dedicated grant to the Agency for the principal legislated mandate of land acquisition and assembly needs to be answered urgently.
- Local government elections are due in 2011 and this is likely to impact on the operating environment of the Agency.

1.5 Key achievements of the HDA in the current financial year (2010/11)

1.5.1 Performance factors

The HDA's strategic objectives were to:

- Facilitate the speedy release of public land to the HDA
- Identify and plan for realisation of land opportunities
- Advocate / facilitate the effective release of public sector land for human settlements development
- Introduce and manage a land inventory system and information system
- Facilitate the speedy identification, planning and release of land
- Secure and manage acquired land and properties
- Manage the release of HDA held land and properties
- Prepare and develop priority development area frameworks for implementation of projects
- Facilitate, coordinate and implement the transformation of targeted urban neighbourhoods.
- Provide support services in project planning and structuring in respect of informal settlement upgrading
- Provide support services in project planning and structuring in respect of rural development
- Capture, develop, disseminate, preserve and apply good practice products and tools in the built environment
- Secure key IGR partnerships by establishing agreements with identified public sector stakeholders
- Secure partnerships with identified sector stakeholders
- Develop a responsive organisation that applies effective and compliant systems to the delivery process
- Build a values-based, sustainable, performance focused organisation

The progress of the HDA against these performance indicators is outlined below. It should be noted that some of these performance objectives are not within the scope or ability of the HDA to achieve. This has been clarified during the course of the first year of operation and changes have been captured in the amended strategic objectives.

1.5.2 Financial performance

The HDA is a S3A public entity. As such it is funded by an allocation from the NDHS. The key objectives related to the HDA's financial performance were to:

- Create a sustainable organisation
- Operate within the grant and other funds provided
- Implement effective financial policies, procedures and controls

- Achieve a clean audit

1.5.2.1 Operating within the grant provided

The HDA is operating within its approved budget. Given the number of unknowns in the operating environment, and, in particular, the performance and funding of the two S. 29 projects, this is a commendable achievement. The HDA is receiving capital budgets from both the Western Cape and the Eastern Cape but the operational budget for the Eastern Cape has not been forthcoming. The approval of an accumulated surplus approved for last year to manage the property portfolio of Servcon and others allowed the HDA to create a surplus, which has stood the organisation in good stead while dealing with the variable timing of the grant allocation by the NDHS. It will also allow for the funding of land acquisitions from time to time.

1.5.2.2 Financial policies and procedures

A comprehensive range of financial policies and procedures were developed and implemented throughout the HDA. These have been codified in a comprehensive financial policies and procedures manual. Supply Chain Management (SCM) is an important component of the financial policies and procedures. Implementing these in a new environment and within the framework of the PFMA and Treasury regulations has been challenging. By the end of the review period, both the procedures and the capacity are in place to ensure that HDA is compliant. Experience with particular contracts, in particular those applying to independent contractors, has proved useful in developing a procedure that works for HDA.

1.5.2.3 Audit

The HDA achieved a clean audit in its first financial year 2009/2010.

1.5.3 Intergovernmental Relations and Stakeholder Management (IGR&SM)

In the course of the year under review, the IGR function was delegated to P&P and LAM. The key strategic objectives addressed by this function were to:

- Conclude collaborative agreements with key and strategic state and municipal sectors to secure land assets
- Provide facilitation and capacity support to provinces and local authorities in providing housing

1.5.3.1 Protocol development and agreements

Negotiating protocols, and more importantly getting them signed, has proved to be a slow business. Protocols were drawn up following discussions with the relevant

partners, with three national departments, six provincial departments and five local authorities.

Project-based protocols that were identified as necessary were for Cornubia and the Northern Cape Informal Settlement Upgrade Programme. The Cornubia protocol has been finalised and is awaiting signature. The Northern Cape implementation protocol has been concluded. Protocols have been concluded with the Free State and Limpopo provinces.

At a municipal level a range of protocols were developed and agreed. Six metropolitan municipalities agreed to implementation protocols, two of which have been signed. These processes are ongoing.

1.5.4 Land Acquisitions and Management (LAM)

The key strategic objectives addressed by LAM were to:

- Facilitate and assist the state and government in the realisation of the provision of access of all citizens to adequate housing
- Introduce and manage a land inventory and information management system
- Identify, acquire, hold, develop and release state, communal and private land for residential and community purposes, and for the creation of sustainable human settlements
- Facilitate the introduction of a state and municipal moratorium on the sale of land pending prioritisation of land for human settlement development
- Ensure and monitor centrally coordinated planning and budgeting of all infrastructure required for housing development, and provide and coordinate funding for all infrastructure for projects undertaken by the HDA
- Monitor the provision of all infrastructures required for housing developments

Performance against these strategic objectives is outlined below.

1.5.4.1 Land planning and identification

Key outputs required in this area included developing a land identification criteria. The LAM department targeted completing research into the provincial and priority local municipality's land planning and acquisition requirements. Engagements with eight sample municipalities were undertaken and their land requirements documented. A draft outline of the land planning and acquisitions requirements framework has been developed.

The development of an approved project pipeline has been completed and approved. In excess of 33 000 hectares of land has been identified. The suitability of this land is being reviewed and assessed from a human settlements perspective. This activity was overtaken by the requirements of Outcome 8 which requires the release of 6 250

hectares of public land. The LAM department has identified and verified the land required for this deliverable.

1.5.4.2 Land and property asset management

The role of land and property asset management is to ensure the effective management of land that the HDA acquires. The key objectives were the development of a property asset management and administrative policy, as well as the provision of maintenance and administrative support to business units. The policy development process is underway.

The HDA anticipated taking transfer in excess of 1 000 hectares of land from Servcon. This transfer has not taken place as anticipated, but once it does it will facilitate completion of the asset management plan for the HDA. An agreement was, however, reached for 105.5401 hectares from the Servcon portfolio in the Free State to be transferred to the HDA and this is in process.

1.5.4.3 Spatial and management information system

A critical component of the HDA strategic plan is the development of a National Human Settlement Land Inventory. The HDA has undertaken the development of a national land database system. A Land and Property Spatial Information System has also been developed and is in the process of being populated.

1.5.4.4 Land acquisition

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 SOEs for land released for human settlements are also being discussed with the Department of Public Enterprises. Seventy-five hectares of land has been purchased in Bela Bela (Limpopo province).

1.5.5 Projects and Programmes (P&P)

The strategic objectives that P&P aimed to achieve were to:

- Provide facilitation and capacity support to provinces and local authorities for housing
- Project manage housing development services for the purpose of the creation of sustainable human settlements

Performance against these strategic objectives is outlined below:

1.5.5.1 Priority Projects (Section 29 projects)

The two priority projects that were taken over by the HDA were the N2 Gateway National Priority project in the Western Cape and the Zanemvula National Priority

project in the Eastern Cape. These projects were taken over from Thubelisha Homes as going concerns. Key outputs that needed to be achieved included:

- Development and implementation of business and funding plans
- Project management agreements signed with the relevant province
- Ongoing reporting on performance to the HDA Board and key project stakeholders

Performance against these outputs is as follows:

- The resolution of legal and handover matters delayed delivery of the Section 29 projects initially but now that this has been resolved performance has picked up and further delivery is anticipated in the new financial year
- Capital budget has been received for Zanemvula although the operating contribution to the HDA has to be resolved with the province
- N2 Gateway capital works are improving and the operating contribution to the HDA has been forthcoming

A core focus in the two special projects has been to stabilise the projects through recruiting key resources, designing and implementing governance and management structures, and implementing performance management and monitoring. These structures are in place and have facilitated achieving project delivery targets in the current review year.

1.5.5.2 Projects and programme management

The two key projects that fall within the ambit of projects and programme management are the Northern Cape Informal Settlements Upgrade project and the Cornubia project. The development of a five-year business plan for the Northern Cape project is underway. The documentation of pre-project preparation work required for the Cornubia project is in place and the IGR arrangements are being sorted.

Additional projects have come on board during the year under review on request from national, provinces and municipalities.

1.5.5.3 Priority Housing Development Areas

A draft policy and regulations for PHDAs is being finalised and the implementation framework is being developed.

1.5.6 Organisational development

Key achievements have included:

- The Board and Board Subcommittees of the HDA are in place

- Highly skilled Executive Management Team is in place with key departments operational
- Policies and procedures that govern the HDA operating environment are in place
- Implementation of the strategy is taking place and is linked to performance
- Key governance elements including the Board and its sub committees is working well
- Compliance with relevant legislation including the HDA Act and the PFMA is taking place and a written mandate was developed and has been approved by the Minister

2 LEGISLATIVE AND POLICY MANDATES

2.1 Legislative mandate

The Section 3 (4) (h) of the Housing Act 47 of 1997 provides scope for the establishment and financing of institutions for the purpose of housing development. The Housing Development Agency Act, 23 of 2008 establishes the HDA to fast-track the processes of housing development by unlocking delivery challenges faced by government across all spheres.

According to the legislative mandate the HDA, regulations are being developed.

2.2 Policy alignment

The Comprehensive Plan for the Development of Sustainable Human Settlements 2004, also known as the *Breaking New Ground (BNG)* policy, calls for a single planning authority to provide macro-level guidance to support the development of sustainable human settlements. The HDA must be pro-active in ensuring that its mandate delivery on the objectives of government, especially as it relates to Outcome 8 and the creation of *sustainable human settlements and improved quality of household life*. The HDA's planning is aligned with the Medium Term Expenditure Framework.

3 HUMAN SETTLEMENT SECTOR CHALLENGES: THE ROLE OF THE HDA

The role of the HDA relates to the constitutionally entrenched state obligation in terms of Section 26 of the Constitution to achieve the progressive realisation of the right to adequate housing. In this regard the HDA Act recognises the delay in the identification, acquisition, assembly, and release of state and private land as contributing to bottlenecks in delivering adequate housing.

Furthermore the constraints to accelerated shelter development in the face of growing demand for housing are well-documented. Therefore, the HDA is envisaged to fast track the process through the provision of skills and capacity to support the provision of sustainable human settlements.

Currently, the main obstacles to accessing and releasing well-located land served by public and economic amenities and places of employment are high cost and scarcity of such land. This is compounded by the lack of capacity on the part of provinces and municipalities to take proactive steps to acquire land in their area of jurisdiction. This has resulted in the bulk of low-cost housing developments being located in the periphery of the urban areas, reinforcing apartheid spatial planning distortions, and underpinning further class and socio-economic distinctions.

Other key sector challenges include:

- Limited planning and coordination with respect to physical and social infrastructure that has hampered delivery particularly around planning approvals, clearance certificates, environmental and social planning, and appropriate funding for roads, public transport, schools, churches, and recreational facilities.
- Misalignment between fiscal arrangements and the mandate of the Agency.
- Demographic changes have seen migration patterns favouring urban centres, as well as the growth in household formation and the inability of job creation to meet the migrant flow.
- Current spatial segregation that has dormitory style residential settlements located on the outskirts of cities and towns limiting access to jobs and urban amenities. There is a lack of racial and economic integration where settlements both private and subsidy-led are developed.
- A planning framework which has become out-dated in an era of massive migration to urban areas with large numbers of people settling and working in informal settlements.
- A lack of alignment between provincial human settlements planning and local government. This results in human settlements implementation occurring in an uncoordinated and inefficient manner.
- In some cases, sector role players view the HDA as a private sector service provider, which adversely impacts on its ability to provide support in line with its legislated functions and mandate. Clarity regarding the role, function and positioning of the HDA within the sector is required to expedite achievement of the goals of the Agency.

4 HDA VISION, MISSION AND FUNCTIONS

4.1 Vision statement

Sustainable human settlements and communities developed on land and landed properties made available by the HDA

4.2 Mission

A public development agency that promotes sustainable communities by making available well located and appropriately planned land and landed property that realises integrated human settlements

4.3 Functions

The functions of the HDA as provided for Section 7 (1) of the HDA Act and are listed in table one below. This strategic plan recognises that the core functions of the Agency will be reflected in the strategic vision and the operational philosophy of the Agency in responding to the delivery challenges facing the country's human settlements sector.

The HDA is a tactical tool in the hands of government, specifically the NDHS, for accelerated human settlement developments. It is a specially created entity and has the ability to deliver its services in a focused and continuous manner. It also supplements and enhances mandates and capacities of provinces and municipalities. The HDA has the following functions, products and services as outlined in S7 of the HDA Act.

These functions, products and services have been developed in line with core principles that are defined in S7 (2) of the Act. They are:

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

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

7 (2) (e): ensure that community participation takes place

Table one on the following page identifies the primary and support roles for each function defined by the HDA Act including Sections 5 and 29, and includes the services and products provided by the Agency.

Table one: Primary and support roles for each function defined by the HDA Act including Sections 5 and 29

Section	Primary Role	Support Role	Deliverable/ Service/ Product
7(1) (a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities	Strategy	IGR	Strategic plan
7(1) (b) Develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development	LAM	IGR	Land assembly plans Developing medium-term land and building assembly programmes for provinces, municipalities and National Government
7(1) (c) Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law	LAM and P&P	Corporate Services (document management)	Statutory and project documentation Preparing approvals for submission
7(1) (d) Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements	LAM		Land acquisition status reports
7(1) (e) Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery	P&P and LAM	Corporate Services (communications)	Capacity support services and the Municipal Support Programme Developing good practices, templates, documentation and forms to support approval applications Providing and/or enhancing capacity support in land assembly and project preparation and implementation Delivering technical services

7(1) (f) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services	IGR	P&P and LAM and Corporate Services (legal)	Collaboration agreements with organisations of state
7(1) (g) Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development	LAM	P&P and Corporate Services (legal, SCM etc)	Acquisition of land, holding and releasing of land Developing medium-term land and building assembly programmes for provinces, municipalities and National Government
7(1) (h) Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development	P&P	LAM and Corporate Services	Projects Developing good practices, templates, documentation and forms to support approval applications Providing and/or enhancing capacity support in land assembly and project preparation and implementation Delivering technical services Providing contract management services Providing project structuring, assembly and packaging services
7(1) (i) Contract with any organ of state for the purposes of acquiring land for residential housing and community development for the creation of sustainable human settlement	IGR	LAM and Corporate Services (legal)	Land contracts Identifying, acquiring, managing and developing land for human settlements for organs of state
7(1) (j) Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period	P&P	IGR and Corporate Services (legal)	Assistance as required and defined in framework for programme Developing good practices, templates, documentation and forms to support approval applications Providing and/or enhancing capacity support

			in land assembly and project preparation and implementation Delivering technical services
7(1) (k) Assist organs of state with the upgrading of informal settlements	P&P	IGR	Assistance as required and defined in framework for programme Developing good practices, templates, documentation and forms to support approval applications Providing and/or enhancing capacity support in land assembly and project preparation and implementation Delivering technical services
7(1) (l) Assist organs of state in respect of emergency housing solutions	P&P	IGR, LAM and P&P	Assistance as required and defined in framework for programme Preparing approvals for submission Developing good practices, templates, documentation and forms to support approval applications Providing and/or enhancing capacity support in land assembly and project preparation and implementation Delivering technical services Identifying, acquiring, managing and developing land for human settlements for organs of state Providing contract management services Providing project structuring, assembly and packaging services
7(2) (b) Establish compliance and fraud	CFO	Organisation	Risk and fraud mitigation measures

prevention mechanisms to ensure the integrity of the Agency		wide	
7(2) (d) Introduce and manage a land inventory and information system	LAM	Corporate Services (IT)	Relevant systems National Human Settlements Land Inventory Land and Property Spatial Information System
7(3) (a) Declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks (b) Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a) (c) Implement such measures as may be prescribed to fast-track housing development in the declared priority housing development areas	P&P	LAM, Corporate Services	Assistance and management as required Enabling priority projects and human settlements

4.4 Guiding values

The following guiding values are adopted in the HDA approach to all aspects of how it conducts its mandate and fulfils its goals.

- Performance-orientated
- Excellence
- Accountability
- Teamwork

These guiding values are supported by a number of principles. These are:

- Respect
- Trust
- Care
- Integrity

5 VISIONARY GOALS, GOAL STATEMENTS AND STRATEGIC OBJECTIVES

In giving effect to the legislated functions of the Agency and the prevailing needs, priorities and expectations in the human settlement development sector, the following goals and strategic objectives direct the work and activities of the Agency. The HDA is established as an organ of state to contribute to the realisation of the human settlement development priorities working in collaboration with various other stakeholders.

Table two: Visionary goals and strategic objectives

Goal One: <i>Land and Property Availability and Release</i>	Goal Statement. <i>To coordinate the integrated national (public sector) land and landed property inventory to facilitate the release of land for sustainable community development.</i>	Strategic Objectives: <ol style="list-style-type: none">1. Facilitate the speedy release of public land to the HDA2. Identify and plan for realisation of land opportunities3. Advocate / facilitate the effective release of public sector land for human settlements development4. Introduce and manage a land inventory system and information system5. Facilitate the speedy identification, planning and release of land
Goal Two: <i>Land and Property Holding</i>	Goal Statement. <i>To make relevant land and landed property available to facilitate sustainable communities</i>	Strategic Objectives <ol style="list-style-type: none">1. Secure and manage acquired land and properties2. Manage the release of HDA held land and properties

<p>Goal Three: Promoting Sustainable Human Settlements</p>	<p>Goal Statement: To promote sustainable human settlements through providing appropriate frameworks, services project implementation, support and capacity building initiatives</p>	<p>Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Prepare and develop priority development area frameworks for implementation of projects 2. Facilitate, coordinate and implement capacity building support services to organs of state for sustainable human settlements and environments 3. Facilitate, coordinate and implement support services in project planning, structuring and implementation to organs of state
<p>Goal Four: Organisational Credibility &</p>	<p>Goal Statement: To operate and function as an organisation with a track record of quality, effective delivery and professional service</p>	<p>Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Develop a responsive organisation that applies effective and compliant systems to the delivery process 2. Build a values-based, sustainable, performance focused organisation
<p>Goal Five: Intergovernmental Collaboration and Alignment</p>	<p>Goal Statement: To foster intergovernmental alignment and collaboration for accelerating sustainable human settlement development</p>	<p>Strategic Objectives:</p> <ol style="list-style-type: none"> 1. Secure key IGR partnerships by establishing agreements with identified public sector stakeholders 2. Facilitate the conclusion of agreements/ contracts with key stakeholders 3. Support the management of agreements/contracts concluded with stakeholders 4. Facilitate sector IGR coordination and support 5. Intergovernmental strategy and fiscal alignment

5.1 Macro performance indicators

In line with the Medium Term Strategic Framework of government, with emphasis on the approach to develop outcomes with measurable outputs and optimal activities, the following macro performance indicators for the HDA are deemed to be consistent with that of “Sustainable Human Settlements and improved quality of household life” (Outcome 8). Refer to table three below.

Table three: Macro performance indicators

MACRO INDICATORS	DESCRIPTION OF INDICATOR	PROGRAMME MOST CLOSELY LINKED TO ACHIEVEMENT INDICATOR	TARGETS ESTIMATES		
			2011/12	2012/13	2013/14
Amount of public land and property identified for release for Human Settlements development	This indicator tracks the process from identification, through acquisition and planning of land through to release of land for human settlements development.	LAM	3 000 hectares	3 000 hectares	3 000 hectares
Number of land and property portions acquired	This indicator tracks the management of land and property that is transferred to the HDA to ensure it is effectively managed prior to transfer to the identified end user.	LAM	45 portions	55 portions	90 portions
Number of sustainable human settlement projects supported	This indicator tracks the development of human settlements through provision of project support services, PHDA framework development and capacity building support	Project and Programmes	20	50	70
Number of IGR protocols established and implemented	This indicator tracks the establishment and maintenance of IGR partnerships which are critical to the success of the HDA and its recognition in the sector	IGR	15	15	15

6 PROGRAMME AND SUB-PROGRAMME PLANS

The following programmes were developed from the visionary goals and strategic objectives noted in the previous section. The specific plans to give effect to these goals are found in the next section of the report under 10.

6.1 Programme One: Strategic management, finance and administration

The purpose of the programme is to provide overall organisational support services to operate and function as an organisation with a track record of quality, effective delivery and professional service. The strategic management, finance and administration programme consists of three broad functional areas as follows:

Sub-Programme: Strategic management

- Strategic planning, coordination and performance
- Governance

Sub-Programme: Financial management

- Financial management
- Supply chain management
- Risk management
- Financial compliance and reporting

Sub-Programme: Corporate services

- HR management and development
- Information technology
- Legal services
- Communications and marketing
- Documents and record management

6.2 Programme Two: Land Acquisitions and Management

The purpose of the LAM programme is primarily to coordinate the integrated national land and landed property inventory to facilitate the release of land for sustainable community development. Furthermore the programme seeks to make relevant land and landed property available to facilitate the development of sustainable settlements and communities

The LAM programme is structured into four sub-programme areas:

- Land identification and planning
- Land geospatial systems
- Land and property acquisitions management
- Land and property assets management

6.3 Programme Three: Projects and Programmes

The purpose of this programme is to manage projects and programmes aimed at promoting sustainable human settlement development through various capacity and project support services to sector stakeholders.

The Projects and Programmes programme is structured into the following sub-programme area:

- Project support service
- Capacity support services
- Priority housing development areas (PHDA)
- Section 29 projects

6.4 Programme Four: Intergovernmental Relations and Strategic Alignment

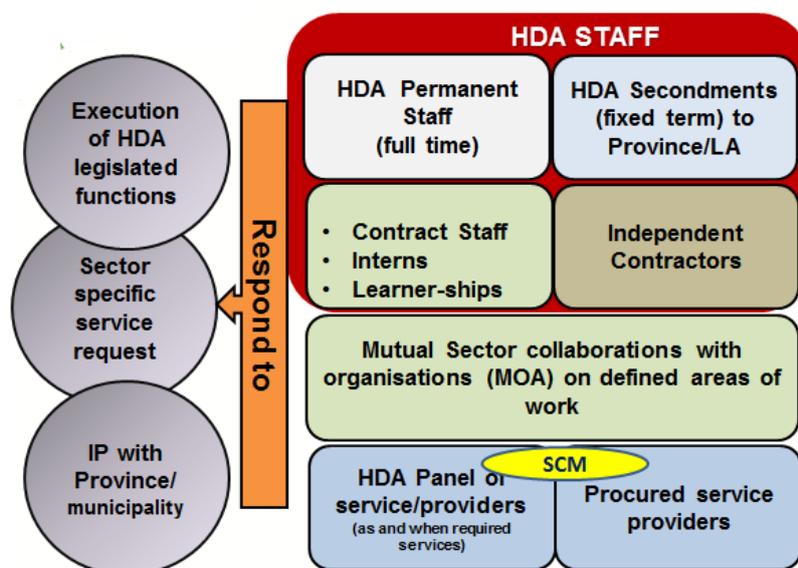
The purpose of this programme is to secure key IGR relationships between the different spheres of government to facilitate and accelerate the development of human settlements. This programme is also responsible for fostering partnerships with identified sector stakeholders. It will drive and provide support to the other areas of the Agency by facilitating access to stakeholders and concluding agreements that allow LAM and P&P to function effectively. IGR will have an agreed strategic focus and operational plan which will be reviewed on a regular basis. The programme focuses on the following areas:

- Secure key IGR partnerships by establishing agreements with identified public sector stakeholders
- Facilitate the conclusion of agreements/ contracts with key stakeholders
- Support the management of agreements/contracts concluded with stakeholders
- Facilitate sector IGR coordination and support
- Intergovernmental strategy and fiscal alignment

7 CAPACITY MOBILISATION APPROACH

In order for the HDA to be able to deliver the defined products and services it is necessary that it has a clear capacity mobilisation approach. This approach is based on demands from various external and internal stakeholders as illustrated below in Figure one:

Figure one: Assembly and capacity mobilisation approach



8 INSTITUTIONAL ARRANGEMENTS

8.1 Legal persona

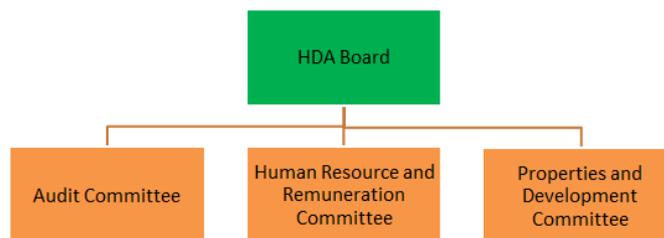
The HDA Act established the Agency as a juristic person operating as a national public entity in terms of Schedule 3 A of the Public Finance Management Act.

8.2 Corporate governance

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

The Board consists of nine members. Four non-executive members are appointed by the Minister for Human Settlements. A further three non-executive members are each designated by the Ministers for Public Works, Rural Development and Land Reform, and Cooperative Governance and Traditional Affairs respectively. Two executive members are the CEO and the CFO. The HDA Board has considered and approved the Board Charter which is compliant with the Human Settlements Public Entities Framework for Governance. The Board undertakes to align itself with the King 3 Report on Good Governance. The structure of the Board and its sub-committees is illustrated below:

Figure two: HDA Board and sub-committee structure



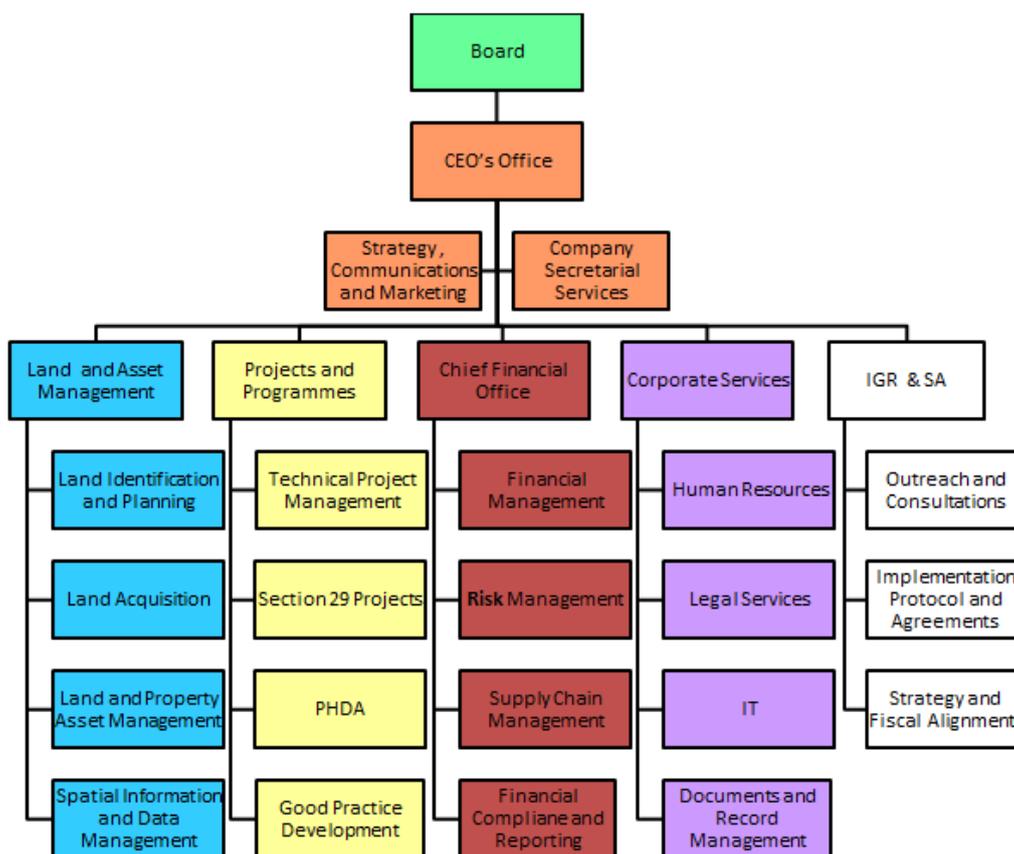
8.3 Management of the Agency

In terms of its macro structure, the Agency is managed by a Chief Executive Officer assisted by a senior management team, which includes a Chief Financial Officer and the general managers. The Exco is supported by a national operations committee, an MIS committee and a human resources committee. An employment equity and benefit fund committee also operate as required.

8.4 Organisational structure and principles

The Agency’s macro-organisational structure (Figure three on the next page) reflects the key operational functions as well as the key support capacity for the effective delivery on the Agency’s mandate.

Figure three: Organisational structure



9 FINANCIAL ASPECTS

9.1 Funding arrangements relating to the Agency

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

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

The current funding status in each of these areas is as follows:

Table four: Funding options and status thereof

Funding Options as per the HDA Act	Status
Money appropriated by Parliament	Currently only operating expenditure is provided through this mechanism
Donations or contributions received by the Agency with the approval of the Minister;	Nil
Interest on investments of the Agency	Minimal interest in earned on unspent operational funding
Loans raised by the Agency, subject to section 26	Nil
Proceeds from the sale of land	Nil
Fees for services rendered based on cost recovery	Nil
Subsidies and grants granted by the organs of State	Limited to cost recovery on S29 projects and grants from Provinces

Within the current MTEF period, the operating grant of R69.3 million has been allocated to the HDA in respect of ordinary Parliamentary appropriation. The Agency only enjoys interest earned from its funds as held in an ordinary bank account. No other funding is as yet available to the Agency. The HDA MTEF budget proposal is attached as **Annexure B**.

In order to enable the HDA to fully perform its legislated functions, the quantum of the monies appropriated to the Agency would need to be reviewed as well as the available grants and/ or subsidies. The determination of the fees to be levied by the Agency in respect of the services it renders would need to be developed and agreed. The funding model, aligned to the Agency's operating model, needs to be finalised with the NDHS and the National Treasury. This needs to be integrated into the budgeting process for the 2011 MTEF. In this regard, there is an urgent need for the HDA's land acquisition

function to be funded directly and explicitly through either significantly increasing the quantum of funds appropriated to the Agency or a predetermined share of the Integrated Housing and Human Settlements Development Grant (IHSD). In the event that the IHSD is made available to the Agency, the Agency would be obliged to spend its portion of the grant equitably across provinces. For all practical and forward planning considerations, the scenario wherein the Agency is fully dependent on provinces making unpredictable and discretionary allocations and/or transfers to the HDA must be avoided at all cost.

9.2 Funding scenarios

The HDA is a Schedule 3A organisation in terms of the Public Finance Management Act. In terms of this funding for the public entity is provided through the relevant department. The extent to which the HDA can fulfil its mandate is directly defined by the amount of capital funding that it receives. The anticipated impacts of the different funding scenarios are as follows:

Table five: Impacts of different funding scenarios

Scenario	Impact
No capital funding is provided by the NoHS	The HDA cannot achieve its mandate and will only be able to provide minimal support to provinces and municipalities.
Provinces allocate capital funding	The impact will be limited to the provinces where funding is provided. The strategic impact will therefore be defined by the provinces
Capital funding is provided by the NDHS	The HDA will be able to fulfil its mandate and make a strategic impact on the human settlements landscape

There is currently no capital grant that has been specifically allocated for land acquisition. However funding has been made available by the Limpopo and Free State Provincial Governments for the acquisition of land to be made in terms of agreements reached with them. These are reflected in the statement of financial position as investments and a concomitant current liability.

9.3 Application of Public Finance Management Act

The HDA is subject to the Public Finance Management Act and therefore its financial management preparation and submission of budgets, preparation of financial statements, audits and annual reports, and reporting must be done in accordance with the PFMA. Furthermore, the powers of the Agency must be exercised subject to the provisions of the Public Finance Management Act. A Supply Chain Management Policy and Materiality Framework (attached as **Annexure C**) have been adopted by the Audit Committee and the Board, which is in line with the requirements of the PFMA and the Preferential Procurement Policy Framework Act.

9.4 HDA Budget for 2011 /12 MTEF

9.4.1 Operational budget

The current MTEF allocation for 2011/12 is R89.1 million increasing to R93.55 million in 2012/13. It is considered that in the light of the legislated functions that the Agency is to fulfil, the current MTEF allocation is inadequate and would require review. Should the HDA be sufficiently capitalised to achieve its mandate, the operational requirement would increase The HDA budgets from 'zero' base. In the budgeting process various factors such as CPIX, salary increases and market prices overall are taking into consideration for the next three years.

The reasons for the escalation in projected expenditure are as follows:

- Progressive staffing-up costs to provide required capacity for the HDA in terms of its staff establishment
- Growth in the projected land acquisition assembly and project management support to provinces and municipalities

9.4.2 Capital budget

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

9.4.3 Section 29 project budgets

The budgets for the S29 projects that are currently being managed by the HDA are included in **Annexure B**. The HDA is not receiving operational budget from the Eastern Cape. The total budgeted amounts are as follows:

Table seven: Section 29 project operational budgets

Project	Funded 2011 budget R	Total 2012 budget R	Total 2013 budget R	Total 2014 budget R
Zanemvula	8 675 410	9 239 312	TBA	TBA
N2 Gateway	16 435 012	17 503 288	TBA	TBA

10 PROGRAMME PLANS

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Strategic Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
STRATEGIC PLANNING, COORDINATION AND PERFORMANCE					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop and update medium term strategic plans and annual performance plans	Strategic plans approved by Board	Plan approved by Board in February	Plan approved by Board in February	Plan approved by Board in February
		Implementation of annual performance plans approved by Board	Plans approved by Board in February	Plans approved by Board in February	Plans approved by Board in February
Build a values-based sustainable performance focused organisation	Manage and report on organisational performance	Assessment reports submitted	Quarterly, annual and performance reports produced and submitted	Quarterly, annual and performance reports produced and submitted	Quarterly, annual and performance reports produced and submitted
	Develop and implement organisational values and a code of conduct	Organisational values and code of conduct defined and implemented	Organisational values defined code of conduct developed and approved	Organisational values implemented code of conduct complied with	Organisational values implemented code of conduct complied with
GOVERNANCE					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop, implement and maintain appropriate corporate governance and management structures, policies and processes	Audit report achieved	Unqualified audit report	Unqualified audit report	Unqualified audit report

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Strategic Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
		Progress against the written mandate monitored	Progress reports submitted	Progress reports submitted	Progress reports submitted
		Maintenance of: <ul style="list-style-type: none"> • Attendance Registers • Minute books • Company Register • Resolutions register • Policy register 	100 % Compliance- Internal audit reports	100 % Compliance- Internal audit reports	100 % Compliance- Internal audit reports
	Develop, maintain and implement appropriate Board Charter and terms of reference for Board sub committees	Approved Board Charter and terms of reference for all Board sub committees and on-going monitoring	Board/Board sub – committees' minutes	Board/Board sub – committees' minutes	Board/Board sub – committees' minutes
	Ensure and assist the Board and senior management to conclude an annual effectiveness assessment	Annual Board Evaluation	Evaluation assessment completed	Evaluation assessment completed	Evaluation assessment completed
	New Board members inducted	% of new Board members inducted	100%	100%	100%
	Board members trained	Number of training sessions held for Board members	1	1	1
	Manage compliance with approved policies	% compliance with approved policies	100%	100%	100%
	Manage implementation of Board	% of Board resolutions	100%	100%	100%

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Strategic Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
	resolutions	implemented			
	Ensure assistance given to Board regarding compliance duties	Completion of governance report template - NDHS	Quarterly report to NDHS, in the required format	Quarterly report to NDHS, in the required format	Quarterly report to NDHS, in the required format
	Internal audit programme developed and implemented	Internal audit conducted in line with the programme	Internal audit reports submitted	Internal audit reports submitted	Internal audit reports submitted

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Financial Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2010/ 11 Target	2011/12 Target	2012/13 Target
FINANCE MANAGEMENT					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop, maintain and implement appropriate financial policies and procedures	Approved financial management policies and on-going monitoring	Financial policies approved and reviewed	Financial policies approved and reviewed	Financial policies approved and reviewed
	Prepare and submit effective financial management and reporting	Approved monthly reports on financial management accounts	Approved monthly management Accounts	Approved monthly management Accounts	Approved monthly management Accounts
	Implement sound financial control systems, iaw. GRAP	Accounting standards compliant financial statements	Compliant financial statements submitted	Compliant financial statements submitted	Compliant financial statements submitted
	Ensure adequate control over HDA assets	Asset register is complete and up to date	Updated and complete asset register	Updated and complete asset register	Updated and complete asset register
	Prepare and submit effective and accurate budgets	Budget prepared and submitted for approval	Budget approved	Budget approved	Budget approved
	Implement a budget framework in line with NT and NDHS	Budget allocated to HDA	Ensure participation in fiscal planning	Ensure participation in fiscal planning	Ensure participation in fiscal planning
FINANCIAL COMPLIANCE AND REPORTING					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Provide assistance to Board regarding compliance duties - re PFMA	Inputs provided to Board on PMFA duties	Board resolutions are PFMA compliant	Board resolutions are PFMA compliant	Board resolutions are PFMA compliant
	Manage financial compliance in order to avoid wasteful and fruitless expenditure	Policy approved and implemented	Reporting and training against policy	Reporting and training against policy	Reporting and training against policy
	Manage the preparation and approval of financial statements, audits and annual reports	Financial statements, audit and annual reports are submitted	Financial statements, audit and annual reports	Financial statements, audit and annual reports	Financial statements, audit and annual reports

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility				
Sub-Programme: Financial Management						
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2010/ 11 Target	2011/12 Target	2012/13 Target	
			submitted	submitted	submitted	
SUPPLY CHAIN MANAGEMENT						
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop, maintain and implement appropriate procurement policies and process	Supply chain management policy reviewed and approved	SCM policy approved	SCM policy approved	SCM policy approved	
		Procurement practices implemented in line with approved SCM policy	Procurement practices implemented	Procurement practices implemented	Procurement practices implemented	
	Develop, manage and maintain the supplier database	Supplier database up to date	Up to date supplier database	Up to date supplier database	Up to date supplier database	
	Develop and maintain accurate and complete supplier contract register	Supplier contract register maintained	Supplier contract register completed and up to date	Supplier contract register completed and up to date	Supplier contract register completed and up to date	
	Develop, manage and maintain the BEE policy and targets	BEE and SMME policy and targets implemented	BEE and SMME policy approved	BEE and SMME policy approved	BEE and SMME policy reviewed and approved	BEE and SMME policy reviewed and approved
		BEE and SMME targets achieved	Procurement in line with BEE and SMME targets	Procurement in line with BEE and SMME targets	Procurement in line with BEE and SMME targets	Procurement in line with BEE and SMME targets
	Manage implementation of an effective SCM system and reporting for all procurement	Periodic SCM reports submitted	SCM reports submitted	SCM reports submitted	SCM reports submitted	SCM reports submitted
RISK MANAGEMENT						
Develop a responsive organisation that applies effective and compliant systems to	Develop, implement and manage a compliant institutional risk management strategy	Fraud Prevention Plan approved and up to date	Approved and up to date fraud prevention plan	Approved and up to date fraud prevention plan	Approved and up to date fraud prevention plan	
		Risk management	Risk management	Risk management	Risk management	

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Financial Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2010/ 11 Target	2011/12 Target	2012/13 Target
the delivery process		policy developed and approved	policy approved	policy reviewed and approved	policy reviewed and approved
		Ongoing risk management	Risk committee established and implemented	Risk committee operational	Risk committee operational
		Risk register updated	Up to date risk register developed	Up to date risk register developed	Up to date risk register developed
		Operational risk register updated	Ongoing management of risk register by delegated managers	Ongoing management of risk register by delegated managers	Ongoing management of risk register by delegated managers

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Corporate Services					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
HUMAN RESOURCE MANAGEMENT					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop an appropriate staff establishment	Staff establishment and budget approved	Establishment and budget approved	Establishment and budget approved	Establishment and budget approved
		Approved HR plan and HR targets	Implementation of HR plan and targets achieved	Implementation of HR plan and targets achieved	Implementation of HR plan and targets achieved
	Manage and implement HR policies and procedures	HR policies and procedures approved	Implementation of HR policies and procedures	Implementation of HR policies and procedures	Implementation of HR policies and procedures
		Employee benefits effectively implemented and wellness programmes in place	Appropriate employee benefits in place	Appropriate employee benefits in place	Appropriate employee benefits in place
	Support implementation of performance management system	Biannual performance reviews conducted	100% of staff participate in bi-annual performance reviews	100% of staff participate in bi-annual performance reviews	100% of staff participate in bi-annual performance reviews
	Support skills development of HDA staff	Annual organisational training programme approved	Implementation of training programme	Implementation of training programme	Implementation of training programme
DOCUMENT AND RECORDS MANAGEMENT					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Establish organisational policy and framework for documents and records management	Approved RD policy and framework	Implementation of RD policy and framework	Implementation of RD policy and framework	Implementation of RD policy and framework
		Approved an electronic document management system	Establish, enhance and maintain the electronic	Enhance and maintain the electronic	Enhance and maintain the electronic

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Corporate Services					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
			management system	management system	management system
MARKETING AND COMMUNICATIONS					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop, manage and implement an organisational marketing and communications strategy	Approved marketing and communications strategy and plan	Implementation of marketing and communications strategy and plan	Implementation of marketing and communications strategy and plan	Implementation of marketing and communications strategy and plan
	Provide Communications and Marketing support to internal departments	Programme of support	Delivery on request	Delivery on request	Delivery on request
LEGAL SERVICES					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Establish and manage legal services through providing an advisory service on process, risk, contracts and procedures to all HDA departments	Functional legal services capability.	Operational legal services	Operational legal services	Operational legal services
	Managing litigation on behalf of HDA	Record of briefings and legal proceedings	Litigation matters concluded	Litigation matters concluded	Litigation matters concluded
	Monitor the implementation of the HDA Act and regulations	Periodic reviews on HDA Act implications	Legal opinions and recommendations on HDA Act and regulation implications	Opinions on HDA Act and regulation implications	Opinions on HDA Act and regulation implications

PROGRAMME 1: Strategic Management, Finance and Administration		Programme Strategic Goal: Organisational credibility			
Sub-Programme: Corporate Services					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
IT					
Develop a responsive organisation that applies effective and compliant systems to the delivery process	Develop, maintain and implement appropriate IT policies, framework, procedures and structures	Implement approved IT policy, IT framework and procedures	IT policies, framework and procedures implemented	IT policies, framework and procedures implemented	IT policies, framework and procedures implemented
	Manage and implement a functional IT environment and service capability	Functional IT services capability	Operational IT infrastructure, services and capability	Operational IT infrastructure, services and capability	Operational IT infrastructure, services and capability

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Land identification and planning					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Identify land for human settlements development	Identify public land suitable for human settlements development	Extent (hectares) of public land identified for human settlements development	8 000 hectares public land identified for acquisition	10 000 hectares public land identified for acquisition	20 000 hectares public land identified for acquisition
	Identify communal land for human settlements development	Extent (hectares) of communal land identified for human settlements development			
	Identify privately owned land suitable for human settlements development	Extent (hectares) of private land identified for human settlements development	1 000 hectares private land identified for human settlements development and tenure reform	2 000 hectares private land identified for human settlements development and tenure reform	3 000 hectares private land identified for human settlements development and tenure reform
Validate and Prioritise identified land for acquisition	Undertake pre-acquisition feasibility assessments on identified properties	The number pre-acquisition feasibility studies undertaken	100 pre-acquisition feasibility studies	300 pre-acquisition feasibility studies	400 pre-acquisition feasibility studies
	Compile a periodic register of prioritised land for acquisition	Periodic update of the register	Periodic updated register <ul style="list-style-type: none"> • 6250ha urban • other 	Periodic updated register <ul style="list-style-type: none"> • 6250ha urban • other 	Periodic updated register <ul style="list-style-type: none"> • 6250ha urban • other
	Preparation of Medium-term programme for land assembly	Programme aligned with the sector priorities of a province or municipality (human settlements)	Programme aligned with HS sector priorities of a province or municipality (human settlements)	Programme aligned with sector priorities	Programme aligned with sector priorities

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Land identification and planning					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Prepare acquired land for development	Undertake development feasibility assessments	The number of development feasibility assessments undertaken	50 development feasibility assessments undertaken	70 development feasibility assessments undertaken	100 development feasibility assessments undertaken
	Prepare applications for and secure land use development approvals	Number of development planning approvals	Development planning approvals obtained	Development planning approvals obtained	Development planning approvals obtained
		Extent (hectares) of land available for development release	Extent (2 000 hectares) of land available for development release	Extent (2 000 hectares) of land available for development release	Extent (2 000 hectares) of land available for development release
Sector support in land assembly (identification and planning / programming/ research)	Support provinces and municipalities in securing a sustainable land assembly programme (identification and planning)	Number of land assembly programmes with provinces and municipalities	Periodic report on land identification and planning support provided	Periodic report on land identification and planning support provided	Periodic report on land identification and planning support provided
	Develop and review operational planning practices, frameworks and trends	Number of research topics and operational frameworks completed	Developed frameworks in relation to land identification and planning	Developed frameworks in relation to land identification and planning	Developed frameworks in relation to land identification and planning

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Acquisitions Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Facilitate the release of public sector land for human settlements development	Manage and facilitate release of public sector land to the HDA	Quantity of public land released to the HDA	3 250 hectares of urban public land released to the HDA	3 000 hectares of urban public land released to the HDA	3 000 hectares of urban public land released to the HDA
	Manage and coordinate processing of public land release for human settlements	Quantity of public land released for human settlements (to other organs of state)	2 000 hectares of public land released	2 000 hectares of public land released	2 000 hectares of public land released
	To monitor the implementation of the Enhanced Framework for the Release of Public Owned Land for Human Settlements	Expeditious release of public land in terms of the Enhanced Framework for the Release of Public Owned Land for Human Settlements	Implementation of the Enhanced Framework for the release of public land for human settlement	Implementation of the Enhanced Framework for the release of public land for human settlement	Implementation of the Enhanced Framework for the release of public land for human settlement
To develop and implement land release procedures and/or granting of rights in land	Develop and implement land release procedures and/or granting of rights in land	<ul style="list-style-type: none"> Approved HDA Land and property release procedures Quantity of HDA land released for human settlements 	Approved HDA land and property transfer release procedures and 2 000 hectares of land released for development	2 000 hectares of land released for development	2 000 hectares of land released for development
	Manage the conclusion of land release agreements for human settlement development	Concluded agreements for the release of land for human settlement development	Concluded agreements for the release of land for human settlement development	Concluded agreements for the release of land for human settlement development	Concluded agreements for the release of land for human settlement development

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Acquisitions Management					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
To acquire (prioritized) land and properties	Manage the acquisition and transfer of identified land and properties	<ul style="list-style-type: none"> Quantity of land acquired by the HDA Quantity of land subject to rights held by the HDA 	3250 hectares of land acquired	3000 hectares of land acquired	3000 hectares of acquired land
	Develop and implement land transfer/ acquisitions procedures	Approved land transfer/ acquisition procedures and securing rights to land	Acquired land in terms of the approved land transfer/ acquisition procedures and securing of rights to land	Acquired land in terms of the approved land transfer/acquisition procedures and securing of rights to land	Acquired land in terms of the approved land transfer/acquisition procedures and securing of rights to land
	Manage available capital funding for land acquisitions	Percentage expenditure of available capital funding and compliance report iro grant conditions	100 % expenditure of available capital funding	100 % expenditure of available capital funding	100 % expenditure of available capital funding
To monitor progress of development on land acquired with human settlement Grant Funding	Monitor sector progress of development on land acquired with human settlement grant funding	Bi-annual report on status and use of land acquired with human settlement grant funding	Periodic report on status and use of land acquired with human settlement grant funding	Periodic report on status and use of land acquired with human settlement grant funding	Periodic report on status and use of land acquired with human settlement grant funding
	Collation of provincial and municipal data on land acquisition for human settlements	Periodic (annual) reports on human settlements land acquisitions trends and practices	Human settlements land acquisition trends and practices	Human settlements land acquisition trends and practices	Human settlements land acquisition trends and practices

PROGRAMME 2: Land Acquisitions and Management Sub-Programme: Land and Property Assets Holding		Programme Strategic Goal: Land and Property Availability and Release			
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Manage all fixed properties held by HDA	Operate a fixed property management system	<ul style="list-style-type: none"> Operational Property Management System Quarterly Portfolio compliance report 	Operate current system and investigate system options in the market	Operate current system and investigate system options in the market	Operate current system and investigate system options in the market
	Administer municipal rates and taxes and other utilities	Correct and updated municipal services accounts annually	100% reconciled accounts of all municipal utilities and service bills	100% reconciled accounts of all municipal utilities and service bills	100% reconciled accounts of all municipal utilities and service bills
	Manage the fulfilment obligations/ conditions attached to HDA land from original source	<ul style="list-style-type: none"> Quarterly report on third party interests Certification of third party interests priority to release 	<ul style="list-style-type: none"> Earmarked properties released in line with land release protocols Quarterly third party interest management reports submitted 	<ul style="list-style-type: none"> Earmarked properties released in line with land release protocols Quarterly third party interest management reports submitted 	<ul style="list-style-type: none"> Earmarked properties released in line with land release protocols Quarterly third party interest management reports submitted
	Develop and implement operating policies and procedures <ul style="list-style-type: none"> Holding Strategy Release policy Leasing & Eviction Security 	Quarterly report on policy development	<ul style="list-style-type: none"> Assisting in the implementation of land and property release policy Implementation of the property holding strategy 	<ul style="list-style-type: none"> Assisting in the implementation of land and property release policy Implementation of the property holding strategy 	<ul style="list-style-type: none"> Assisting in the implementation of land and property release policy Implementation of the property holding strategy

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Land and Property Assets Holding					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Land and Property revenue and benefits optimisation	Ensure revenue and benefits are derived from properties held by the HDA	<ul style="list-style-type: none"> Quarterly report on revenue and benefit derived from properties held by HDA Lease portfolio register 	Revenue and benefit optimisation policy implemented	Revenue and benefit optimisation policy implemented	Revenue and benefit optimisation policy implemented
	Regularise all inherited leaseholds in accordance with HDA guidelines	Consolidated quarterly report of status of all leases	Record, report and regularise all legacy contracts inherited for the period	Record, report and regularise all legacy contracts inherited for the period	Record, report and regularise all legacy contracts inherited for the period
Land and Property Maintenance and Security	Maintain all properties held by the HDA	Approved annual Property Asset Maintenance Plan	Property asset management plan and approved and implemented	Property asset management plan and approved and implemented	Property asset management plan and approved and implemented
	Secure all properties held by the HDA	Approved portfolio Security Plan	Approved portfolio security plan	Implementing the security plan	Implementing the security plan
	Managing the risk arising from property portfolio	Approved portfolio risk management plan	Developed and approved portfolio risk plan	Implementing the portfolio risk plan	Implementing the portfolio risk plan

PROGRAMME 2: Land Acquisitions and Management		Programme Strategic Goal: Land and Property Availability and Release			
Sub-Programme: Land Geospatial Services					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Establish and manage the National Human Settlements Land Inventory (NaHSLI)	Develop and establish an accessible Human Settlements Land Inventory	Approved version of NaHSLI	Development of NaHSLI prototype	Development and stabilising NaHSLI	Development and stabilising NaHSLI
	Operate and enhance the NaHSLI database and sector integration	Approved set of indices Accessible and updated data	Integrating data from prioritised perspectives (e.g urban, peri-urban)	Integrating data from prioritised perspectives (e.g urban, peri-urban)	Integrating data from prioritised perspectives (e.g urban, peri-urban)
	Develop and establish a NaHSLI online version	Accessible and approved online version of NaHSLI	Online version (series1) of NaHSLI	Online version (series2) of NaHSLI	Online version (series3) of NaHSLI
Maintain a Land and Property Spatial Information System (LaPsis)	Develop the Land and Property Spatial Information System	Accessible and live LaPsis portal	Manage and monitor access and stability of LaPsis portal	Manage and monitor access and stability of LaPsis portal	Manage and monitor access and stability of LaPsis portal
	Operate and maintain the LaPsis	Periodic record of LaPsis functional enhancements	Reconcile user requirements to functionalities and capabilities of LaPsis	Reconcile user requirements to functionalities and capabilities of LaPsis	Reconcile user requirements to functionalities and capabilities of LaPsis
Establish spatial analyses and modelling capability	Develop a multi-sector STF	Approved multi-sector STF and periodic reports	Updated research agenda and outputs	Updated research agenda	Updated research agenda
	Manage and provide access to research on spatial implications of land and property dynamics	Periodic thematic reports, spatial analyses and models	Periodic analysis reports	Periodic analysis reports	Periodic analysis reports

PROGRAMME 3: Projects & Programmes		Programme Strategic Goal: Promoting Sustainable Human Settlements			
Sub-programme: PHDA					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Prepare and develop priority housing development area frameworks for implementation of projects	Develop a PHDA planning, funding, implementation and regulatory framework	Approved PHDA planning, funding, implementation and regulatory framework	Approval of PHDA regulations and framework	Communication of PHDA framework and process to key partners and role players	Communication of PHDA framework and process to key partners and role players
	Facilitate and assist in the declaration of PHDAs in terms of the planning, funding, implementation and regulatory framework	Facilitate the approval of PHDA areas for implementation of projects	Communication & consultation on PHDA framework and process to key partners and role players	Declaration of a PHDA in term of implementation and regulatory framework	Declaration of a PHDA in term of implementation and regulatory framework

PROGRAMME 3: Projects & Programmes		Programme Strategic Goal: Promoting Sustainable Human Settlements			
Sub-Programme: Capacity Support & Enhancement					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Facilitate, coordinate and implement capacity support services to organs of state for sustainable human settlements and environments	Provide capacity support services to organs of state to promote sustainable human settlements	Provide specific capacity building support services to provinces / municipalities to assist in promoting sustainable human settlements	Provide specific capacity support in 4 provinces to assist them to achieve their human settlement targets	Provide specific capacity support in 6 provinces to assist them to achieve their human settlement targets	Provide specific capacity support in 9 provinces to assist them to achieve their human settlement targets
	Assistance to organs of state with informal settlement upgrading projects	Provide specific capacity support to provinces/municipalities to assist them to achieve informal settlement upgrading targets & in line with defined support framework	Provide specific capacity support to 4 provinces/municipalities to assist them to achieve their informal settlement upgrading targets	Provide specific capacity support to 9 province/municipalities to assist them to achieve their informal settlement upgrading targets	Provide specific capacity support to 9 provinces/municipalities to assist them to achieve their informal settlement upgrading targets
	Assistance to organs of state with blocked projects	Provide capacity support to provinces with the resolution of blocked projects in line with defined support framework	Define blocked project assistance and support framework for provinces	Provide assistance to 3 provinces with blocked projects in terms of defined support framework	Provide assistance to 5 provinces with blocked projects in terms of defined support framework
	Assistance to organs of state with emergency housing	Provide capacity support to provinces with the emergency housing projects in line with defined support framework	Define emergency housing assistance and support framework for provinces	Provide assistance to 3 provinces with emergency housing in terms of defined support framework	Provide assistance to 5 provinces with emergency housing in terms of defined support framework
	Capture, develop, disseminate, preserve and apply good	Capacity support strategy to promote sustainable human settlements	Strategy developed and identified activities implemented	Strategy developed and identified activities implemented	Strategy developed and identified activities implemented

PROGRAMME 3: Projects & Programmes		Programme Strategic Goal: Promoting Sustainable Human Settlements			
Sub-Programme: Capacity Support & Enhancement					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
	practice products and tools to promote sustainable human settlements				

PROGRAMME 3: Projects & Programmes		Programme Strategic Goal: Promoting Sustainable Human Settlements			
Sub-programme: Project Support					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Facilitate, coordinate and implement support services in project planning, structuring and implementation to organs of state	Provide project management implementation support to human settlement projects of organs of state	Technical support, advice and guidance provided to targeted projects in provinces and municipalities	Provide technical support, advice and guidance provided to 4 targeted projects	Provide technical support, advice and guidance provided to 10 targeted projects	Provide technical support, advice and guidance provided to 20 targeted projects
		Implementation support to the N2 Gateway project based on protocol	Defined project management services to the N2 Gateway project	Defined project management services to the N2 Gateway project	Defined project management services to the N2 Gateway project
		Implementation support to the Zanemvula project based on protocol	Defined project management services to Zanemvula project	Defined project management services to Zanemvula project	Defined project management services to Zanemvula project

PROGRAMME 4: Intergovernmental Relations and Strategy Alignment		Programme Strategic Goal: Fostering Intergovernmental collaboration and alignment			
Sub-programme: Intergovernmental Relations					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Secure key IGR partnerships by establishing agreements with identified public sector stakeholders	Establish and manage IGR framework and policies	Strategic policy framework approved	Approved IGR policy framework	Implement IGR policy framework	Implement IGR policy framework
	Facilitate and undertake consultation with public sector stakeholders on HDA strategic focus	Number of stakeholder consultations and engagements undertaken	Consultation with public sector stakeholders	Consultation with public sector stakeholders	Consultation with public sector stakeholders
			Outreach initiatives to improve appreciation of HDA role, mandate and functions	Outreach initiatives to improve appreciation of HDA role, mandate and functions	Outreach initiatives to improve appreciation of HDA role, mandate and functions
Facilitate the conclusion of agreements/ contracts with key stakeholders	Negotiate and support Conclusion of Agreements/ Contracts/ Implementation protocols in relation to key inter-governmental relations	Number of agreements/ implementation protocols/ partnerships negotiated for conclusion	Agreements and partnerships negotiated and concluded with stakeholders	Agreements and partnerships negotiated and concluded with stakeholders	Agreements and partnerships negotiated and concluded with stakeholders
Support the management of agreements/contracts concluded with stakeholders and ensure agreements are in place	Facilitate and support operational working arrangements between public sector stakeholders and	Number of collaborative (operational) programmes implemented satisfactorily	Collaborative programmes implemented/ operational	Collaborative programmes implemented/ operational	Collaborative programmes implemented/ operational

PROGRAMME 4: Intergovernmental Relations and Strategy Alignment		Programme Strategic Goal: Fostering Intergovernmental collaboration and alignment			
Sub-programme: Intergovernmental Relations					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
	related HDA divisions as per concluded agreements				
	Serve as secretariat to the Joint Coordinating Task Team on State Land Release	Minutes of the Joint Coordinating Task Team	Facilitate meetings of the Joint Coordinating Task Team	Facilitate meetings of the Joint Coordinating Task Team	Facilitate meetings of the Joint Coordinating Task Team
	Ensure periodic reporting and compliance with requirements and regulations governing agreements	Number of periodic progress and compliance reports	Periodic progress reports and compliance maintained	Periodic progress reports and compliance maintained	Periodic progress reports and compliance maintained

PROGRAMME 4: Intergovernmental Relations and Strategy Alignment		Programme Strategic Goal: Fostering Intergovernmental collaboration and alignment			
Sub-programme: Intergovernmental Relations					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Facilitate sector IGR coordination and support	Support the coordination and monitoring of infrastructure planning alignment with the relevant HS objectives	Number of HS infrastructure and planning alignment initiatives supported towards a National Human Settlements Development Plan	<ul style="list-style-type: none"> • Support HS Infrastructure and planning alignment • Collaborate with key role players on common approach to infrastructure planning and development 	<ul style="list-style-type: none"> • Support HS Infrastructure and planning alignment • Collaborate with key role players on common approach to infrastructure planning and development 	<ul style="list-style-type: none"> • Support HS Infrastructure and planning alignment • Collaborate with key role players on common approach to infrastructure planning and development
	Facilitate the HS sector policy process and application of the PHDA framework	Number of PHDA's facilitated	<ul style="list-style-type: none"> • Consultation of the development of the PHDA policy 	<ul style="list-style-type: none"> • Consultations on determination of PHDAs for implementation 	<ul style="list-style-type: none"> • Consultations on determination of PHDAs for implementation

PROGRAMME 4: Intergovernmental Relations and Strategy Alignment		Programme Strategic Goal: Fostering Intergovernmental collaboration and alignment			
Sub-programme: Intergovernmental Relations					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2011/12 Target	2012/13 Target	2013/14 Target
Intergovernmental strategy and fiscal alignment	Coordinate a programme of strategy alignment with other organs of State.	Periodic reports on conclusions reached on HDA strategy alignment with IGR stakeholders	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in key planning processes Facilitate strategy alignment with organs of state 	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in key planning processes Facilitate strategy alignment with organs of state 	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in key planning processes Facilitate strategy alignment with organs of state
	Facilitate IGR fiscal flows in support of HDA's functions	Confirmation(s) of MTEF allocations of funds for the HDA activities at national, provincial and local levels	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in the fiscal planning process Facilitate the diversification of funding sources 	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in the fiscal planning process Facilitate the diversification of funding sources 	<ul style="list-style-type: none"> Ensure HDA's structured participation and inputs in the fiscal planning process Facilitate the diversification of funding sources