



# Department of Human Settlements **STRATEGIC PLAN** 2025/30



HOUSES ■ SECURITY ■ COMFORT



human settlements

Department:  
Human Settlements  
REPUBLIC OF SOUTH AFRICA





## Executive Authority Statement



The 2025-2030 strategic planning cycle marks the last five years of the country's efforts to contribute towards the aspirations of the National Development Plan (NDP) 2030. The Department of Human Settlements (DHS) has a mandate that is integral to the government's effort to improve South Africans' lives. This includes transforming the apartheid spatial planning and patterns of social exclusion. During the 2019-24 term, DHS stayed true to this mandate by continuing to build and augment the work already done in creating sustainable human settlements and improving the quality of life for households in South African.

The institutionalisation of an integrated planning system will continue to be a key focus for the 2025-2030 strategic planning cycle. This entails focused priorities for the seventh administration of government as outlined in the 2024-2029 Medium-Term Development Plan and the implementation of several planning reforms, including; the Policy Framework for Integrated Planning (PFIP) (2022), the National Spatial Development Framework (NSDF) (2022); the District Development Model (DDM) and related District and Metro One Plans, prioritising Women, Youth and Persons with Disabilities in the planning system. We will continue to respond to the needs of South Africans under stringent conditions that made the Department unable to deliver at scale by reprioritising the provision to the elderly, the disabled and child-headed households and military veterans.

In line with the Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework, the Department remains sensitive to gender-based issues and will continue to make every effort to ensure full responsiveness when it comes to allocating housing opportunities.

The Department has undertaken an analysis of the internal environment and considered the pronouncements made during the Opening of Parliament Address (OPA), where the President highlighted key priorities of the Seventh Administration of Government as follows:

**Strategic Priority 1:** Inclusive growth and job creation

**Strategic Priority 2:** Reduce Poverty and tackle the high cost of living

**Strategic Priority 3:** A capable, ethical, and developmental state

The National Department of Human Settlements directly contributes to Strategic Priorities 2 & 3 through the following outcomes.

- Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood.
- Reduced impact of disasters and improved livelihoods
- Improved sector coordination and integration across all levels of government.
- Improved efficiency, governance and accountability


At the heart of this transformation lies the cluster system of governance, a framework designed to improve coordination and integration across all levels of government. While this system has been established for some time, assessing its efficacy in facing persistent service delivery challenges and ensuring that the department of Human Settlements provides high-quality services to its citizens is critically important. These goals cannot be achieved in silos; they require a collaborative approach that leverages the strengths of various sectors and stakeholders. We call for the partnership of the private sector and civil society organisations

to join hands to amass the housing support interventions to our communities. This will be achieved bearing in mind the budget cuts, and we will be expected to *do more with less*.

Together with our entities, provinces, municipalities, and the private sector, we seek to improve overall living conditions and empower our communities in partnership with businesses, non-governmental organisations (NGOs), and communities. This way of doing business holds the promise of a better future for our people.

The seventh administration is an expression of our renewed focus and resolve to achieve the department's mandate in the term ahead and beyond by doing things differently. To achieve the above, the department's key focus is stabilising the department and ensuring requisite capacity by finalising the organisational structure.

I would like to take this opportunity to thank the DG, and all staff in general for your continued support and dedication. May it continue so that we can provide our people with Houses, Security and Comfort.

A handwritten signature in black ink, appearing to read 'T. Simelane', is enclosed within a thin black rectangular border.

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**T. Simelane, MP**  
**Minister For Human Settlements**

## Accounting Officer Statement



In terms of section 27(4) of the Public Finance Management Act (PFMA) 1 of 1999 (as amended by Act 29 of 1999), as the Accounting Officer of the Department of Human Settlements, I am expected to submit to Parliament measurable objectives for all the branches within the department. The National Treasury's regulations on strategic planning require each year that the Accounting Officer of the organ of state prepare a strategic plan for the forthcoming Medium Term Expenditure Framework (MTEF) based on the Medium Term Development Plan (MTDP).

The 7th administration has identified three priority areas: to reduce poverty and tackle the high cost of living; drive inclusive growth and job creation; and build a capable, ethical and developmental state. Accordingly, the department will, over the current MTDP 2024-2029, seek to respond to these priority areas through the two outcome indicators. These are the development of liveable neighbourhoods, spatial transformation, and increased access to adequate housing. To that effect, the department will implement these two MTDP outcomes through the following :

- Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood
- Improved sector coordination and integration across all levels of government.
- Reduced impact of disasters and improved livelihoods
- Improved efficiency, governance and accountability

Liveable neighbourhoods are central to the development of sustainable human settlements. They can be achieved through the integration of infrastructure, services, land uses, economic opportunities, and transport. Building a spatial plan reflective of a democratic South Africa will contribute to redressing a pre-1994 spatial plan.

The sector is committed to increasing access to adequate housing through several housing programmes. These include the provision of fully subsidized housing units, also known as housing units, delivery of serviced sites to enable people to build for themselves, increasing the delivery of affordable rental stock, upgrading of informal settlements, and responding to the impediments on registration and issuance of title deeds.

The sector has not been spared from budget cuts. We have to embrace the new realities and do more with less. The 2024-2029 MTDP is clear on what needs to be done to realise one of the principles of the Freedom Charter: There shall be houses, security, and comfort. Therefore, partnership with the private sector is key to enabling the sector to deliver on its set targets.

We will continue to direct investments into spatially targeted areas for human settlements development to accelerate spatial transformation and consolidation. Accordingly, we will intensify the implementation of Priority Housing and Human Settlements Development Areas (PHSHDAs) within the 13 National Spatial Action Areas identified in the National Spatial Development Framework (NSDF).

The Cabinet-approved White Paper on Human Settlements focuses on our society's vulnerable, poor, and missing middle class. It further advocates for moving beyond the

previous state-centred paradigm of new housing delivery towards more of an enabling, supporting, coordinating, and regulating role in creating and sustaining viable and vibrant human settlements. During this period, we aim to effectively promote Human Settlement prescripts and implement the programmes through the development of the Human Settlements Code.

A handwritten signature in black ink, appearing to read 'Alec Moemi', is positioned above a horizontal line.

**Alec Moemi**  
**Director-General of Department of Human Settlements**

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Human Settlements under the guidance of **Thembi Simelane, MP**
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Human Settlements is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Human Settlements will endeavour to achieve over the period 2025 to 2030.

Signature: \_\_\_\_\_

**Nelly Letsholonyane**: Head Official Responsible for Planning

Signature: \_\_\_\_\_

**Ngaka Dumalisile**: Deputy Director-General: Affordable, Rental and Social Housing

Signature: \_\_\_\_\_

**Sindisiwe Ngxongo**: Deputy Director-General: Entities Oversight, IGR, Monitoring and Evaluation

Signature: \_\_\_\_\_

**Mathope Thusi**: Acting Deputy Director-General: Corporate Services

Signature: \_\_\_\_\_

**Siyabonga Zama**: Deputy Director-General: Informal Settlements Upgrading and Emergency Housing

Signature: \_\_\_\_\_

**Nana Mhlongo**: Deputy Director-General: Research, Policy, Strategy and Planning

Signature: \_\_\_\_\_

**Lucy Bele**: Chief Financial Officer

Signature: \_\_\_\_\_

**Alec Moemi**: Director-General

Approved by

Signature: \_\_\_\_\_  
**Thembi Simelane, MP: Executive Authority**

## List of Abbreviations

<b>ABT:</b>	Alternative Building Technology
<b>BAS:</b>	Basic Accounting System
<b>BNG:</b>	Breaking New Grounds
<b>CCG:</b>	Consolidated Capital Grant
<b>CFO:</b>	Chief Financial Officer
<b>COO:</b>	Chief Operating Officer
<b>CCT:</b>	City of Cape Town
<b>CRU:</b>	Community Residential Unit
<b>CSOS:</b>	Community Schemes Ombud Service
<b>DDG:</b>	Deputy Director-General
<b>DFI:</b>	Development Finance Institution
<b>DHS:</b>	Department of Human Settlements
<b>DORA:</b>	Division of Revenue Act
<b>DPME:</b>	Department of Planning Monitoring and Evaluation
<b>DPSA:</b>	Department of Public Service and Administration
<b>EAAB:</b>	Estate Agency Affairs Board
<b>EAH:</b>	Extended Affordable Housing
<b>EC:</b>	Eastern Cape
<b>EEDBS:</b>	Enhanced Extended Discount Benefit Scheme
<b>EMM:</b>	Ekurhuleni Metropolitan Municipality
<b>FLISP:</b>	Finance Linked Individual Subsidy Programme
<b>GDP:</b>	Gross Domestic Product
<b>GEHS:</b>	Government Employees Housing Scheme
<b>GBV:</b>	Gender-Based Violence
<b>HDA:</b>	Housing Development Agency
<b>HOD:</b>	Head of Department
<b>HSDB:</b>	Human Settlements Development Bank
<b>HSDG:</b>	Human Settlement Development Grant
<b>HSS:</b>	Housing Subsidy Systems
<b>IHSPDP:</b>	Integrated Human Settlements Planning and Development Programme
<b>ICT:</b>	Information and Communications Technology
<b>IGR:</b>	Inter-Governmental Relations
<b>IRDP:</b>	Integrated Residential Development Programme
<b>IT:</b>	Information Technology
<b>KZN:</b>	KwaZulu Natal
<b>LP:</b>	Limpopo
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>MEC:</b>	Member of Executive Council
<b>MP:</b>	Mpumalanga
<b>MTDP:</b>	Medium-Term Development Plan
<b>NDP:</b>	National Development Plan
<b>NDoH:</b>	National Department of Human Settlements
<b>NGO:</b>	Non-Governmental Organisation
<b>NHFC:</b>	National Housing Finance Corporation
<b>NHBRC:</b>	National Home Builders Registration Council
<b>NURCHA:</b>	National Urban Reconstruction and Housing Agency
<b>NW:</b>	North West
<b>PDA:</b>	Priority Development Area
<b>PESTEL:</b>	Political, Economic, Social, Technological, Environmental and Legal

<b>PFMA:</b>	Public Finance Management Act
<b>PIE:</b>	Prevention of Illegal Eviction and Unlawful Occupation of Land Act
<b>PLM:</b>	Project Level Monitoring
<b>PPMU:</b>	Programme and Project t Management Unit
<b>PPRA:</b>	Property Practitioners Regulatory Authority
<b>RHLF:</b>	Rural Housing Loan Fund (RHLF)
<b>RSA:</b>	Republic of South Africa
<b>SA:</b>	South Africa
<b>SANS:</b>	South African National Standards
<b>SHIs:</b>	Social Housing Institutions
<b>SHRA:</b>	Social Housing Regulatory Authority
<b>SOP:</b>	Standard Operating Procedure
<b>SPLUMA:</b>	Spatial Planning and Land Use Management Act
<b>Stats SA:</b>	Statistics South Africa
<b>TRG:</b>	Title Restoration Grant
<b>TID:</b>	Technical Indicator Description
<b>UISP:</b>	Upgrading of Informal Settlements Programme
<b>UISG:</b>	Upgrading of Informal Settlements Grant
<b>USDG:</b>	Urban Settlements Development Grant
<b>ZACC:</b>	South African Constitutional Court



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## Part A: Our Mandate

The Departments mandate is guided by the provisions of the Constitution of the Republic of South Africa, 1996. The following sections of the Constitution remain relevant in carrying out the responsibilities attached to the Department of Human Settlements working together with Provinces, Municipalities, entities of the Department and other sector departments. However, the section listed below are not the only sections of the Constitution that are relevant. It must be noted that the rights in the Bill of Rights may be limited only in terms of law of general application to the extent that the limitation is reasonable and justifiable in an open and democratic society based on human dignity, equality and freedom, considering all relevant factors:

### 1. Constitutional Mandate

CONSTITUTION	HOW DOES NDHS CONTRIBUTE?
<p><b>24. Environment —</b> Everyone has the right—</p> <p>a) to an environment that is not harmful to their health or well-being; and</p> <p>b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that—</p> <p>i. prevent pollution and ecological degradation;</p> <p>ii. promote conservation; and</p> <p>iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.</p>	<ul style="list-style-type: none"> <li>• The department contributes by providing protection or shelter by developing human settlements in areas that will not expose people to environmental factors that are harmful to their wellbeing –For examples houses that are built on wetlands – Houses that disrupts ecosystems and increases flooding risk, geologically unsuitable land – houses built on weak soil that cannot support structures, prone to landslides and power lines and hazardous land – unused mines and quarry., ----</li> <li>• The department strives to acquire suitable land and landed property. The aim is to create a conducive environment for people to use as places to live, work, play and pray. The department has an obligation to secure ecologically sustainable human settlement development and management.</li> <li>• The department is expected to ensure compliance with regulatory laws- e.g. Environmental Management Act, Water Act, Sanitation, Land surveying, Deeds registry Act, Spatial Land Use Managements, etc.</li> <li>• The department partners and undertake geospatial mapping of settlements across the human settlements value chain and it include information on property practitioners, social housing, informal settlements, amenities, demand, affordable housing,</li> </ul>
<p><b>25. Property —</b> (1) No one may be deprived of property except in terms of law of general</p>	<ul style="list-style-type: none"> <li>• The Department contributes by acquiring land and landed property. The availability of property is necessary for the</li> </ul>

CONSTITUTION	HOW DOES NDHS CONTRIBUTE?
<p>application, and no law may permit arbitrary deprivation of property.</p> <p>(2) Property may be expropriated only in terms of law of general application—</p> <p>(5) The state must take reasonable legislative and other measures, within its available resources, to foster conditions which enable citizens to gain access to land on an equitable basis.</p>	<p>department to give effect to socio-economic goals relating to housing, food, water, social security, etc.</p> <ul style="list-style-type: none"> <li>• The Department contributes by addressing the uneven spatial property ownership patterns by implementing the housing programme and housing subsidy scheme.</li> <li>• The department develops land and landed property register by working through spheres of government, sector departments and entities to acquire land for human settlements purposes.</li> </ul>
<p><b>26. Housing</b> — (1) Everyone has the right to have access to adequate housing.</p> <p>(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.</p> <p>(3) No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions.</p>	<p>The department contributes in terms of fulfilling the right of access to adequate housing. The Department contributes by creating an enabling environment and developing frameworks based on a differentiated approach to programmes, tailored to meet the needs of different communities and economic strata.</p>

In Addition, the Constitution provides the legislative framework for the institutional arrangements used in the development of sustainable human settlements:

- Part A of Schedule 4 lists housing, urban and rural development and regional planning and development as functional areas of concurrent national and provincial legislative competence.
- Section 154(4) further provides for the delegation of powers and functions to local government by agreement if municipalities have the necessary capacity and are regarded as the most effective site from which these powers can be exercised.
- Section 125(3) provides that, by legislative and other measures, the national government must assist provinces to develop their administrative capacity, which is required for the effective exercise of their powers and the performance of their human settlements functions.

## 2. Legislative and Policy Mandates

- 2.1. The Department has finalised the White Paper Policy for Human Settlements, which aims to provide an overarching policy framework for the delivery of sustainable human settlements. The White Paper was approved by Cabinet on 4 December 2024. The White Paper adopted the United Definition of human settlements which is a totality of a human community- be it – village, city, towns and requires the sector to undertake a detailed situational analysis in respect of all the elements of the value chain. This includes people, demand, land, authorizations, amenities, infrastructure, amenities, building materials, labour, environment and financing mechanisms.
- 2.2. The Department remains guided by the roles and responsibilities stipulated in the Housing Act of 1997 as amended which includes the following:
  - 2.2.1. To determine national policy, including national norms and standards in respect of housing development
  - 2.2.2. To set broad national housing delivery goals and facilitate the setting of provincial and local government housing delivery goals
  - 2.2.3. To monitor the performance of the national government, provincial and local governments against housing delivery goals and budgetary goals.
  - 2.2.4. To assist provinces to develop the administrative capacity required for the effective exercise of their powers and performance of their duties in respect of housing development.
  - 2.2.5. To support and strengthen the capacity of municipalities to manage their own affairs. to exercise their powers and perform their duties in respect of housing development.
  - 2.2.6. To promote consultation on matters regarding housing development between the national government and representatives of—
    - (i) civil society
    - (ii) the sectors and subsectors supplying or financing housing goods or services.
    - (iii) provincial and local governments
    - (iv) any other stakeholder in housing development.
  - 2.2.7. To promote effective communication in respect of housing development.
  - 2.2.8. To establish a national institutional and funding framework for housing development
  - 2.2.9. To negotiate for the national apportionment of the state budget for housing development:
  - 2.2.10. To prepare and maintain a multi-year national plan in respect of housing development.
  - 2.2.11. To allocate funds for national housing programmes to provincial governments, including funds for national housing programmes administered by municipalities in terms of section 10
  - 2.2.12. To allocate funds for national facilitative programmed for housing development;
  - 2.2.13. To obtain funds for land acquisition, infrastructure development, housing provision and end-user finance.
  - 2.2.14. To institute and finance national housing programmes
  - 2.2.15. To establish and finance national institutions for the purposes of housing development and supervise the execution of their mandate.
  - 2.2.16. To evaluate the performance of the housing sector against set goals and equitableness and effectiveness requirements: and

- 2.2.17. To take any steps reasonably necessary to—  
 (i) create “an environment conducive to enabling provincial and local governments, the private sector, communities and individuals to achieve their respective goals in respect of housing development; and
- 2.2.18. promote the effective functioning of the housing market

### 2.3 Applicable Legislations

The Human Settlements department is guided by the following pieces of legislation:

<b>APPLICABLE LEGISLATION</b>	<b>PURPOSE</b>
<b>2.3.1 Broad-Based Black Economic Empowerment Act 53 of 2003</b>	The Act establishes a legislative framework for the promotion of black economic empowerment (BEE) and empowers the relevant Minister to issue codes of good practice and to publish transformation charters for key sectors.
<b>2.3.2 Community Schemes Ombud Service (CSOS) Act 9 of 2011:</b>	provides for the establishment of the Community Schemes Ombud Service (CSOS) and articulates the mandate and functions of the CSOS; regulates quality assurance and provides a dispute resolution mechanism for community schemes.
<b>2.3.3 Deeds Registries Amendment Act 47 of 1937 (as amended):</b>	regulates the transactions involving land, such as buying, selling, mortgaging, or leasing, and requires them to be registered in a Deeds Registry. The Act also applies to sectional titles, which are units of land within a larger property, such as apartments or townhouses.
<b>2.3.4 Disaster Management Act 57 of 2002:</b>	provides for an integrated and co-ordinated disaster management process, focussing on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery.
<b>2.3.5 Dis-establishment of South African Housing Trust Limited Act 26 of 2002:</b>	dis-established the South African Housing Trust Limited; transfer its rights and assets to the National Housing Finance Corporation and vest its obligations and inabilities in the Government of the Republic of South Africa.
<b>2.3.6 Government Immovable Asset Management Act 19 of 2007 (GIAMA):</b>	provides for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department.
<b>2.3.7 Home Loan and Mortgage Disclosure Act (HLMDA) 63 of 2000</b>	promotes fair lending practices, which require disclosure by financial institutions of information regarding the provision of home loans.
<b>2.3.8 Housing Act 107 of 1997 (as amended)</b>	recognises the constitutional right to housing and define the roles and responsibilities of national, provincial and local government in relation to housing.
<b>2.3.9 Housing Consumer</b>	makes provision for the protection of housing consumers



<b>APPLICABLE LEGISLATION</b>	<b>PURPOSE</b>
<b>Protection Measures Act 95 of 1998</b>	
<b>2.3.10 Housing Consumer Protection Measures, Act 2025:</b>	provides for the protection of housing consumers, the continuation of the National Home Builders Registration Council as the National Home Building Regulatory Authority that deals with amongst others, the registration of home builders, enrolment of homes to be covered by the home warranty fund, etc.
<b>2.3.11 Housing Development Agency Act 23 of 2008:</b>	provides for the establishment of an agency that facilitates the acquisition of land and landed property for purposes of creating sustainable human settlements.
<b>2.3.12 Housing Development Agency Act Regulations, 2014:</b>	Regulates processes for the declaration of priority housing development area (PHDA); steps in creating a priority housing development plan; funding considerations; implementation of the protocol; and the implementation of the housing development and cooperation between the different State Departments.
<b>2.3.13 Infrastructure Development Act 23 of 2014</b>	To provide for the facilitation and co-ordination of public infrastructure development which is of significant economic or social importance to the Republic; to ensure that infrastructure development in the Republic is given priority in planning, approval and implementation; to ensure that the development goals of the state are promoted through infrastructure development; to improve the management of such infrastructure during all life-cycle phases, including planning, approval, implementation and operations.
<b>2.3.14 Intergovernmental Relations Framework Act 13 of 2005:</b>	establishes a framework for the national, provincial, and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and matters connected therewith.
<b>2.3.15 Less Formal Township Establishment Act 113 of 1991 (as amended):</b>	provides for shortened procedures for the designation, provision, and development of land and for the establishment of township for less formal forms of residential settlement and to regulate the use of land by tribal communities for communal forms of residential settlement.
<b>2.3.16 Local Government: Municipal Systems Act 32 of 2000 (as amended):</b>	provides for mechanisms and processes necessary for municipalities to move progressively towards the social and economic upliftment of local communities and ensures universal access to essential services affordable to all.
<b>2.3.17 Municipal Finance Management Act 56 of 2003 (as amended):</b>	Promotes a sound municipal financial management and for other institutions in the local sphere of government to ensure that all revenue, expenditure, assets, and liabilities are managed efficiently and effectively and establishes treasury norms and standards for local government.
<b>2.3.18 National Environmental</b>	makes provision for cooperative environmental governance by establishing principles for decision making on matters affecting the environment, institutions

<b>APPLICABLE LEGISLATION</b>	<b>PURPOSE</b>
<b>Management Act 107 of 1998 (NEMA):</b>	that promote cooperative governance and procedures for coordinating environmental functions exercised by organs of state.
<b>2.3.19 National Health Act 61 of 2003:</b>	to provide a framework for a structured uniform health system, considerate of the obligations imposed by the Constitution and other laws on the national, provincial and local governments regarding health services.
<b>2.3.20 National Water Act 36 of 1998:</b>	ensures that South Africa's water resources are protected, used, developed, conserved, managed, and controlled in a sustainable and equitable manner, for the benefit of the people.
<b>2.3.21 Prevention of Illegal Eviction and Unlawful Occupation of Land Act 19 of 1998 (as amended):</b>	provides for the prohibition of unlawful eviction and further provides procedures for the eviction of unlawful occupiers.
<b>2.3.22 Property Practitioners Act 22 of 2019</b>	provides for the regulation of property practitioners; regulates the continuation of the Estate Agency Affairs Board (EAAB) in the new form of Property Practitioners Regulatory Authority (PPRA); and further provides for transformation of the property practitioners sector through the establishment of a transformation fund and a research centre on transformation.
<b>2.3.23 Property Practitioners Regulations, 2022:</b>	regulates the affairs of property practitioners regarding transformation, regularisation, compliance, enforcement, and dispute resolution; training, conduct and consumer protection measures.
<b>2.3.24 Public Finance Management Act 1 of 1999 (as amended):</b>	regulates financial management in the national and provincial governments; to ensure that all revenue, expenditure, assets, and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments.
<b>2.3.25 Rental Housing Act 50 of 1999 (as amended):</b>	regulates the relationship between landlords and tenants and provide for dispute resolution; provides norms and standards related to rental housing; introduces changes that impact the relationship between tenant and the landlord; requires all municipalities to have a rental office and expands the powers of the Rental Housing Tribunal.
<b>2.3.26 Restitution of Land Rights Act 22 of 1994 (as amended):</b>	provides for the restitution of rights in land to persons or communities dispossessed of such rights in land after 19 June 1913 because of past racially discriminatory laws or practices and establishes a Commission on Restitution of Land Rights.
<b>2.3.27 Sectional Titles Schemes Management Act 8 of 2011:</b>	provides for the establishment of body corporates to manage and regulate common property in sectional title schemes and the establishment of an advisory council to advise the Minister.
<b>2.3.28 Social Housing Act 16 of 2008:</b>	provides for the establishment of the Social Regulatory Authority, to regulate social housing institutions (SHIs) and other Delivery Agents (ODAs).
<b>2.3.29 Social Housing</b>	guides the accreditation of SHIs; provide a clear

<b>APPLICABLE LEGISLATION</b>	<b>PURPOSE</b>
<b>Regulations, 2011:</b>	qualification criterion, compliance monitoring, and the investment criteria applicable in the sector.
<b>2.3.30 Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA):</b>	provides a framework for spatial planning and land use management, ensuring the system promotes social and economic inclusion.
<b>2.3.31 The Annual Division of Revenue Act:</b>	provides for equitable division of revenue raised nationally among the national, provincial and local spheres of government for the financial year. provides for equitable division of revenue raised nationally among the national, provincial and local spheres of government for the financial year.
<b>2.3.32 The Expropriation Act of 2025:</b>	It replaces the outdated 1975 Expropriation Act, bringing South Africa's land reform policies in line with constitutional principles.
<b>2.3.33 Traditional Leadership and Governance Framework Act 41 of 2003:</b>	regulates the institution of traditional leadership and its relationship with the state; provides for the establishment and recognition of traditional councils, and the role of traditional leaders in governance and development.
<b>2.3.34 Unemployment Insurance Act 30 of 1996:</b>	establishes the Unemployment Insurance Fund and provides for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund.
<b>2.3.35 Water Services Act 108 of 1997:</b>	regulates water boards as important water service providers and gives the executive authority and responsibility to the Minister of Human Settlements, Water and Sanitation to support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions.

**NB:** The list is not exhaustive

### 3. Institutional Policies and Strategies over the five-year planning period

The Department is guided by the following policies with explicit mandates that support the development and management of sustainable Human Settlements:

<b>POLICIES</b>	<b>MANDATES</b>
<b>3.1 Comprehensive Plan for the Creation of Sustainable Human Settlements, 2004</b>	which formalises the shift in the Department's approach from providing housing into developing sustainable human settlements and further outlines a plan for the development of sustainable human settlements.
<b>3.2 Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework</b>	provides a framework for enabling a gender responsive contribution to enable South Africa to realise its Constitutional vision of a non-sexist society, gender equality, empowerment and to ensure allocation of adequate resources for Women Empowerment and Gender Equality.
<b>3.3 Housing Code Version 2000</b>	sets out the National Housing Policy and procedural guidelines for effective implementation; reiterating that

POLICIES	MANDATES
	housing provision must be sustainable and avail a range of choices to contribute positively to a non-racial, democratic, and integrated society.
<b>3.4 Housing Code Version, 2009</b>	provides for prescripts enabling the delivery of inclusive, sustainable, and well-planned housing solutions for people.
<b>3.5 Human Settlements Vision 2030 which</b>	provides the roadmap to 2050 and ensures provision of houses and services in rural and urban areas and seek to address rapid urbanisation challenges and the transformation of rural areas into urban centres
<b>3.6 Inclusionary Housing Policy</b>	creates affordable housing opportunities for low- or moderate-income households and requires developers to sell or rent a percentage of new residential units to lower-income residents.
<b>3.7 Integrated Urban Development Framework (IUDF), 2016</b>	provides a framework enabling spatial transformation by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns.
<b>3.8 National Development Plan (NDP), 2012</b>	<b>which</b> provides a long-term perspective, defines the desired destination of the country, and identifies the role of different sectors in eliminating poverty and reducing inequality by 2030.
<b>3.9 National Spatial Development Framework (NSDF), 2020</b>	<b>which</b> aims to ensure equal access for all to services, amenities, and opportunities that well-planned, well-functioning and well-managed urban and rural settlements offer.
<b>3.10 National Spatial Development Perspective (NSDP), 2006</b>	<b>which</b> provides a framework for a focused intervention by the State in equitable and sustainable development, guides infrastructure investment and represents a key instrument in the State's drive towards ensuring greater economic growth, buoyant and sustained job creation, and the eradication of poverty.
<b>3.11 National Youth Policy, 2020 – 2030</b>	<b>which</b> provides for a framework to strengthen the capacity of key youth development institutions and effects positive youth development outcomes at local, provincial, and national levels.
<b>3.12 Procedural and Unfair Practices Regulations under the Rental Housing Act, 50 of 1999 (as amended)</b>	<b>which</b> provides standards and norms for private and public rental practices.
<b>3.13 Record of understanding with Association of Mortgage Lenders (AML) in 1995</b>	which committed parties to the national development agenda of promoting and scaling up housing delivery, based on legislative and compliance framework.
<b>Revised Subsidy Quantum, 2023</b>	which provides the revised grant quantum and subsidy amounts for different programmatic interventions and takes into consideration additional elements such as rainwater harvesting devices and solar kits in some programmes.
<b>3.14 Social Contract for the Development of Sustainable Human Settlements, 2014</b>	which provides a framework for partnerships and resource mobilisation recommitting stakeholders to accelerating the delivery of integrated human settlements as a key strategy for poverty alleviation.
<b>3.15 Social Housing Policy,</b>	which seeks to create an enabling environment for the

<b>POLICIES</b>	<b>MANDATES</b>
<b>2005</b>	social housing sector to develop, grow, and deliver at scale
<b>3.16 The Accreditation Framework for Municipalities to Administer National Housing Programmes 2023</b>	which seeks to provide for a programme based incremental approach and revised procedures and processes for implementing the accreditation programme.
<b>3.17 White Paper on Housing, 1994</b>	which provides the first macro policy framework for creating an enabling environment for housing development.
<b>3.18 White Paper on the rights of persons with disabilities, 2016</b>	Provide the framework for a uniform and coordinated approach by all government departments and institutions in mainstreaming disability across all planning, design, budgeting, implementation and monitoring of services and development programmes.
<b>3.19 White Paper for Human Settlements, 2024</b>	Provide a macro policy that creates an enabling environment for human settlement development and management
<b>3.20 South African National Standards</b>	Provides a set of building standards and codes that are used to ensure the safety, health, and sustainability of buildings in South Africa



#### 4. Relevant Court Rulings

The paragraphs below contain a selected list of court rulings that continue to affect the operations of the human settlements sector. The Department will exercise oversight support to ensure implementation of court decisions. The cases include the following:

- **Dladla v City of Johannesburg and Others (CCT 124/16) [2017] ZACC 42** the court held as follows: “It is declared that the City of Johannesburg and the Metropolitan Evangelical Services’ refusal to allow the applicants to reside in communal rooms together with their partners of different sexes is an infringement of the applicants’ constitutional rights to dignity and privacy, enshrined in sections 10 and 14 of the Constitution”.

In Dladla case the court further held that: “The City of Johannesburg and the Metropolitan Evangelical Services are directed to permit those of the applicants who wish to do so, to reside together with their partners of different sexes in communal rooms at Ekuthuleni for the duration of the applicants’ stay at Ekuthuleni.”

- **Government of the Republic of South Africa and Others v Grootboom and Others 2001 (1) SA 46 (CC):**

The Constitution allocates powers and functions amongst these different spheres emphasising their obligation to co-operate with one another in carrying out their constitutional tasks. In the case of housing, it is a function shared by both national and provincial government. Local governments have an important obligation to ensure that services are provided in a sustainable manner to the communities they govern. A reasonable programme therefore must clearly allocate responsibilities and tasks to the different spheres of government and ensure that the appropriate financial and human resources are available.

The court indicated that the provision of temporary or emergency accommodation to persons who find themselves in situations of crises or emergency is an accepted part of the states’ obligation to provide access to adequate housing

- **Commando & Others v The City of Cape Town & Another (CCT 49/23) [2024] ZACC 27**

The judgment recognised that it is the constitutional duty of the state to arrange its resources in such a way that it is able to realise progressively all the rights that are subject to progressive realisation, including housing rights. It also highlighted that the provisions of section 26(1) are not absolute, but contingent upon the availability of the state’s resources. This meant that a balancing exercise was required in ensuring that the state fulfils its obligations within the confines of its available means. Progressive realisation, in this context, transcended a mere legal standard. It demanded an appreciation of the intricate balance between legislative imperatives and economic realities such as the high costs associated with inner city development and the lack of available land. Ideally, this balancing exercise would also entail a balancing of the emergency housing crisis, with that of social housing development.

It is essential for the City of Cape Town to not prioritize one housing programme over the other. The failure to allocate adequate resources by the City to emergency housing

essentially undermined and infringed upon the right of access to adequate housing for these vulnerable communities. It perpetuated inequality and violated its duty to protect the most vulnerable members of society. The City should not hide behind the argument that it was providing social housing in the inner city by disregarding its crucial responsibilities in relation to emergency housing and moreover, the City's commitment to long-term social housing plans should not come at the expense of addressing urgent concerns. Further, that the City's conduct was unreasonable because it failed to mitigate the effects and consequences of gentrification on the most vulnerable. It, in effect, forced the most vulnerable out of the city. The court directed that the City of Cape Town should consider the issues relating to location of the temporary emergency accommodation so that it does not deprive the evictees of health facilities, workplaces, and schools.

The City of Cape Town was directed to develop a reasonable Temporary Emergency Accommodation Policy to be implemented together with the National Emergency Housing Programme, in a reasonable manner, consistent with this judgment.

## **Part B: Our Strategic Focus**

### **1. Vision**

Inclusive, sustainable, integrated, and equitable urban and rural environments

### **2. Mission**

The mission of the Department of Human Settlements is to provide integrated, comprehensive, and sustainable human settlements development services with a long-term goal of improving the quality of life for the poor and vulnerable.

### **3. Values**

- Access
- Equity
- Diversity
- Participation
- Learning institution.

The priorities of the 7th administration include economic transformation and job creation, education, skills, and health, consolidating the social wage through reliable and quality basic services, Spatial integration, human settlements, and local government and social cohesion and safe communities.

## **4. Situational Analysis**

### **4.1 External Environmental Analysis**

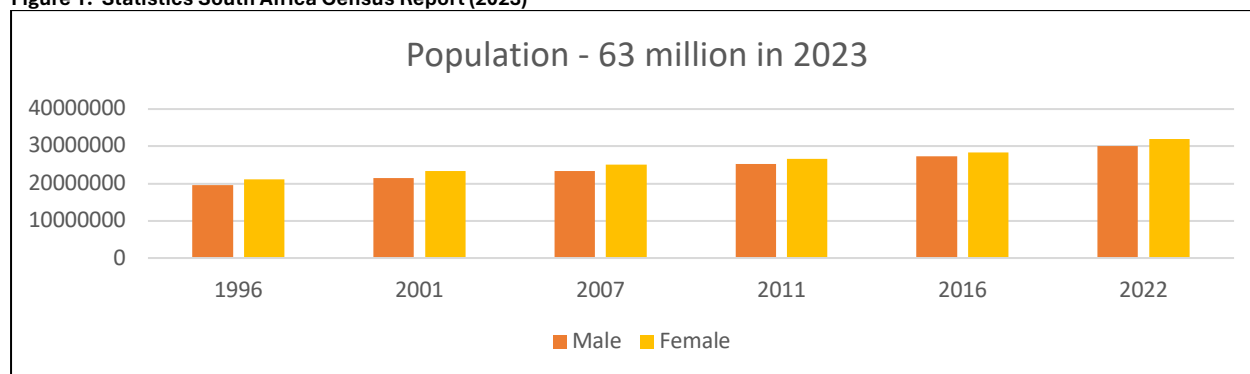
The priorities of the 7th administration include economic transformation and job creation, education, skills, and health, consolidating the social wage through reliable and quality basic services, Spatial integration, human settlements, and local government and social cohesion and safe communities.

The Department's strategy is clearly articulated in the Medium-term Development Plan (MTDP) and includes the following outcomes:

- Increased access to adequate housing through various programmes
  - Develop liveable neighbourhoods in both rural and urban environments and achieve spatial transformation
- Population Dynamics

South Africa's mid-year population is estimated to have increased to 63,02 million in 2024 (Statistics South Africa, 2024). The total population in South Africa was forecast to continuously increase between 2024 and 2029 by a total of 4.9 million people (+7.84%). In 2029, the total population is estimated to reach 67.38 million people (Stats SA, 2024). The above statistics provide an indication that the standard of living in the country continues to deteriorate, thereby requiring all sectors and stakeholders to work together to deliver more services and developmental support with less available resources.

Figure 1: Statistics South Africa Census Report (2023)



Source: Stats SA Census 2022 Report

## Unemployment Rate

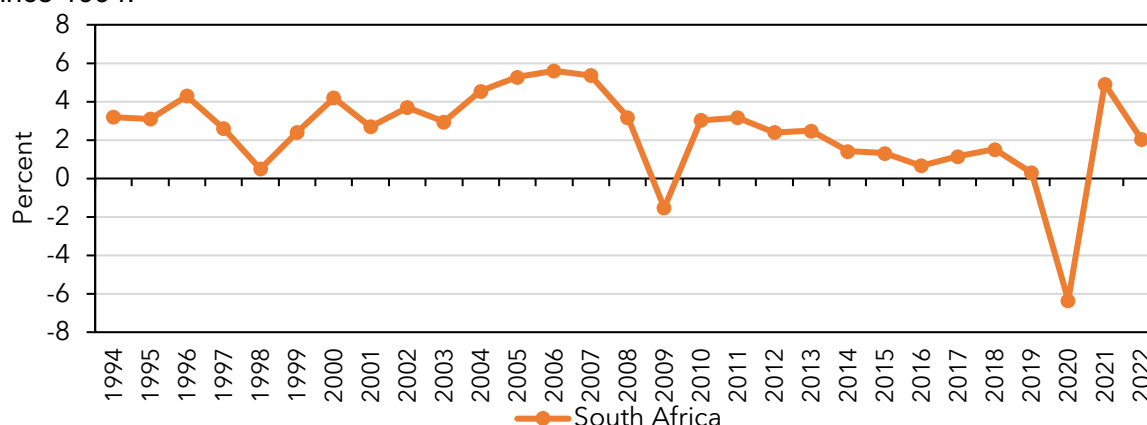
Unemployment in South Africa remain stubbornly high, reflecting the mismatch between technological advancement of the economy and education levels for the majority in the country. According to Statistics South Africa (2024), South Africa's official unemployment rate increased from 32.9% in the first quarter of 2024 to 33.5% in the second quarter. The table below provides the details.

Period	Total number of employed in South Africa	Unemployed	Not Economically Active (NEA)
Q4 : 2023	16,7 million	7,9 million	13,4 million
Q1: 2024	16,7 million	8, 2 million	13,1 million

Statistics SA further reported that 3,6 million (35.2%) out of 10,3 million young people aged 15 to 24 years were not in employment, education or training. Some 8,4 million people are now unemployed in South Africa, from 5.2 million a decade ago. Statistics South Africa reported that more than 76% of the said people have been without a job for more than a year. The expanded unemployment rate, which includes discouraged work-seekers who have given up on searching for a job, increased to 42.6% in the second quarter of 2024. In terms of the provinces, Northwest (54.2%) had the highest expanded unemployment rate in the second quarter, followed by the Eastern Cape (49.7%). Limpopo recorded the highest difference between expanded and official unemployment rates of 15.7%. Unemployment among university graduates declined by 2.1% to 9.7% in the second quarter and is lower than a decade ago at 11.8%. The jobless rate among those with matric and less than matric is 35.8% and 39.3%, respectively. This suggests that capacity building and education are critical in the South African economy. However, in the near future unemployment is expected to improve to below 32% (Stats SA, 2024)

## GDP

Africa as a continent still faces challenges in achieving sustainable economic and social transformation. Historical growth rates have been insufficient to offset population increases, leading to minimal gains in per capita GDP. The graph below provides details in terms GDP since 1994.



The South African Reserve Bank (SARB) highlights that 2023 was a challenging year for the economy. However, the outlook of South Africa's economy is positive but weak with GDP growth projected at 1.3% in 2024 and 1.6% in 2025, as new infrastructure investments support construction and recovery of other sectors (African Development Bank Group, 2024).

## Building Plans

The Department implements projects through Provinces, Municipalities and entities to develop housing units. The appointed developers, contractors and service providers submit the building plans and obtain authorisations from municipalities. Statistics South Africa (Stats SA) conducts a monthly building statistics survey collecting information regarding building plans passed and buildings completed, financed by the private sector, from the largest local government institutions in South Africa. The information do not include the bulk of low-cost dwelling-houses that are constructed. The monthly survey represents approximately 90 percent of the total value of buildings completed. The statistical unit for the collection of information is a local government institution. Local government institutions include district municipalities, metropolitan municipalities and local municipalities. According to statistics South Africa the building Permits in South Africa decreased to R8 235 054 thousand in July from R8 258 379 thousand in June of 2024.

## Housing Index:

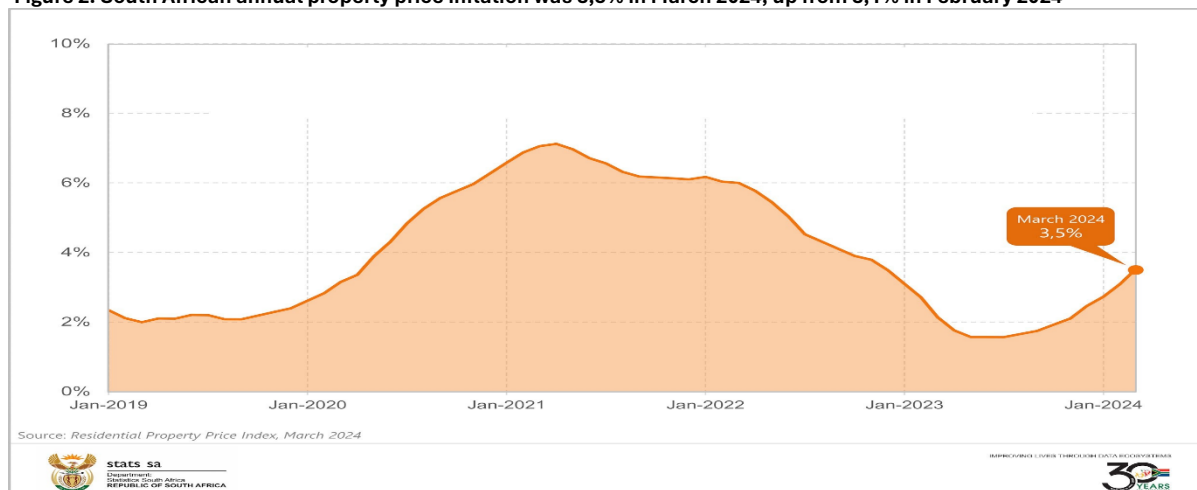
The Absa house price indices are based on the total purchase price of homes, including improvements. According to Statistics South Africa, the housing Index in South Africa increased to 114.40 points in April from 113.90 points in March 2024. The index averaged 98.96 points from 2017 until 2024, reaching an all-time high of 114.40 points in April 2024 and a record low of 82.30 points in January 2017.

## Residential Property Price Index:

The Residential Property Price Index (RPPI) measures the change in prices for all dwellings, including houses, townhouses, and flats that are purchased by private individuals. The national RPPI increased by 3,5% in the 12 months to March 2024, up from a revised 3,1% in February 2024



**Figure 2: South African annual property price inflation was 3,5% in March 2024, up from 3,1% in February 2024**



## Price to Rent:

Price-to-rent is used as a benchmark for estimating whether it is cheaper to rent or own property. The rental housing Tribunals in Provinces have determined the average rental prices in South Africa. Price to Rent Ratio in South Africa remained unchanged at 101.90 in the fourth quarter of 2023 from 101.90 in the third quarter of 2023. Price to Rent Ratio in South Africa averaged 95.62 from 2002 until 2023, reaching an all-time high of 120.06 in the second quarter of 2007 and a record low of 45.87 in the fourth quarter of 2002.

## Impact of Interest Rates on Property Market

A low-interest rate cycle impacts the residential property market positively and provides an opportunity for prospective homeowners to purchase properties, while interest rate increases hurt the property market activity greatly and lenders in turn also apply very stringent underwriting standards. Access to mortgage financing by low- and middle-income households is extremely limited and rising interest rates hit these households the hardest. The impact of high inflation impacts the poor the most as it reduces the consumer's buying power and debt servicing costs. Consumers become susceptible to the risk of default which could lead to increase in credit impairments and credit losses from the supply side.

The long-awaited interest rate cutting cycle in South Africa had finally arrived in September 2024. On 30 January 2025 the South African Reserve Bank (SARB) Monetary Policy Committee (MPC) reduced its repo rate by 25 basis points for the third consecutive MPC meeting, bringing the benchmark rate to 7.50% while the prime rate has now reached 11.00%, from 11.75% in September 2024. This was the third consecutive interest rate decrease following 25 basis points reductions in September and November 2024. This means that if a borrower purchases a new house priced at R1-million at the current prime lending rate, the monthly repayments have now been reduced by approximately R500.00.

## High Levels of Indebtedness

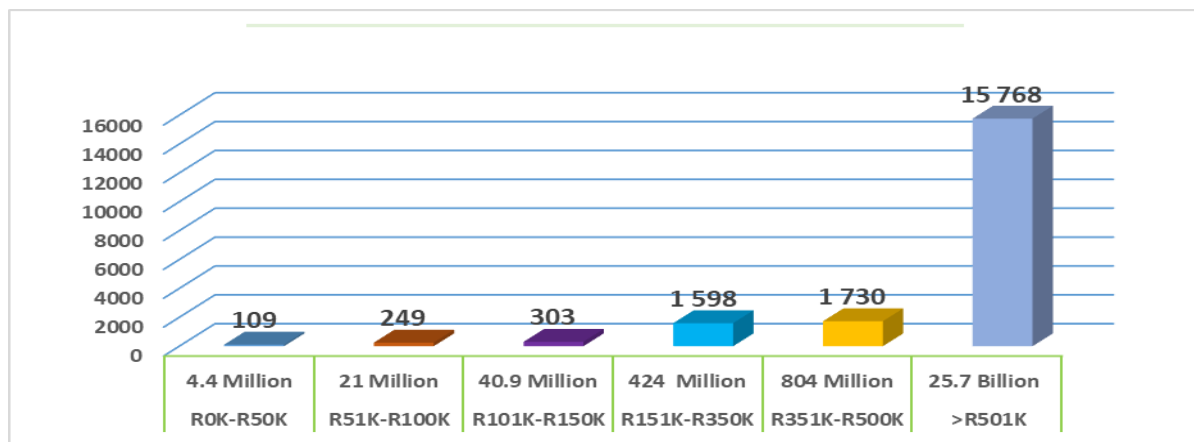
The latest data from the Department's Office of Disclosure and from the National Credit Regulator (NCR) measuring the period from 01 October 2024 to 31 December 2024 indicate that a large majority of households are unable to access credit. This is largely attributable high levels of indebtedness affordability and impaired credit records. The NCR credit market report shows that there were 28.32 million credit-active consumers in South Africa as at the end of

September 2024. Of the total 28.32 million credit active consumers, 18.13 million consumers were in good standing while 10.19 million had impaired credit records. The rest of the consumers in terms of their credit profiles; they were three months or more in arrears, had adverse listings, judgments and administration orders against their names.

## Mortgage Advances

Figure 3 below illustrates the value and volume of mortgage agreements as measured by the Office of Disclosure. The statistics show that mortgage advances during the period under review are constrained and at the height of rising interest rate they plummeted sharply. Based on the graphical illustration it can be established that lenders prefer to finance properties classified in the price range  $\geq$ R500 000 while the gap market is facing huge challenges in accessing credit for housing finance purposes especially properties priced below R500 000.

Figure 3: Value and Volume of Mortgage Agreements

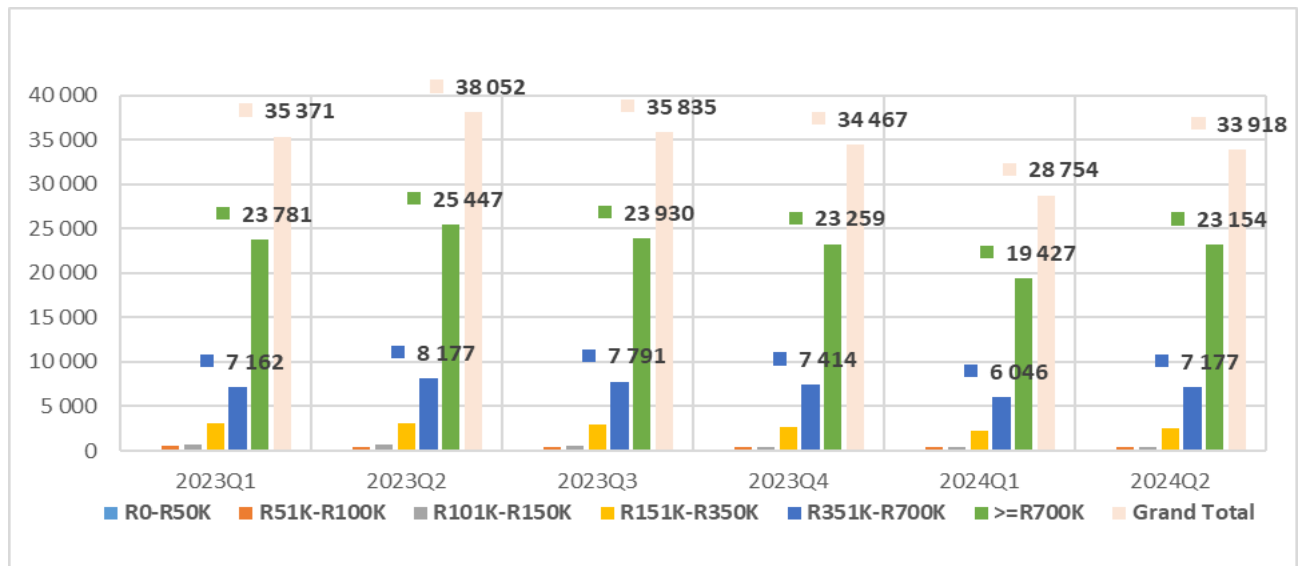


Source: NDHS:OD Q3.2024

This is because access to credit appears to be exclusively concentrated in the upper income segments of the housing market while the affordable sector, which is considered the cornerstone of the residential property market, remains hampered.

This sentiment is collaborated by the NCR credit market report which indicates that most mortgage agreements granted during the period under review were in excess of R700 000 priced homes and that most mortgages were granted in favour of households with a gross monthly income  $\geq$ R15000.00.

Figure 4: Number of Mortgages Granted by Size



Source: NCR Q3.2024

Rising residential property prices, scarcity of well-located land and affordably priced and high interest rates restrain access to homeownership for a large majority of low- and middle-income households.

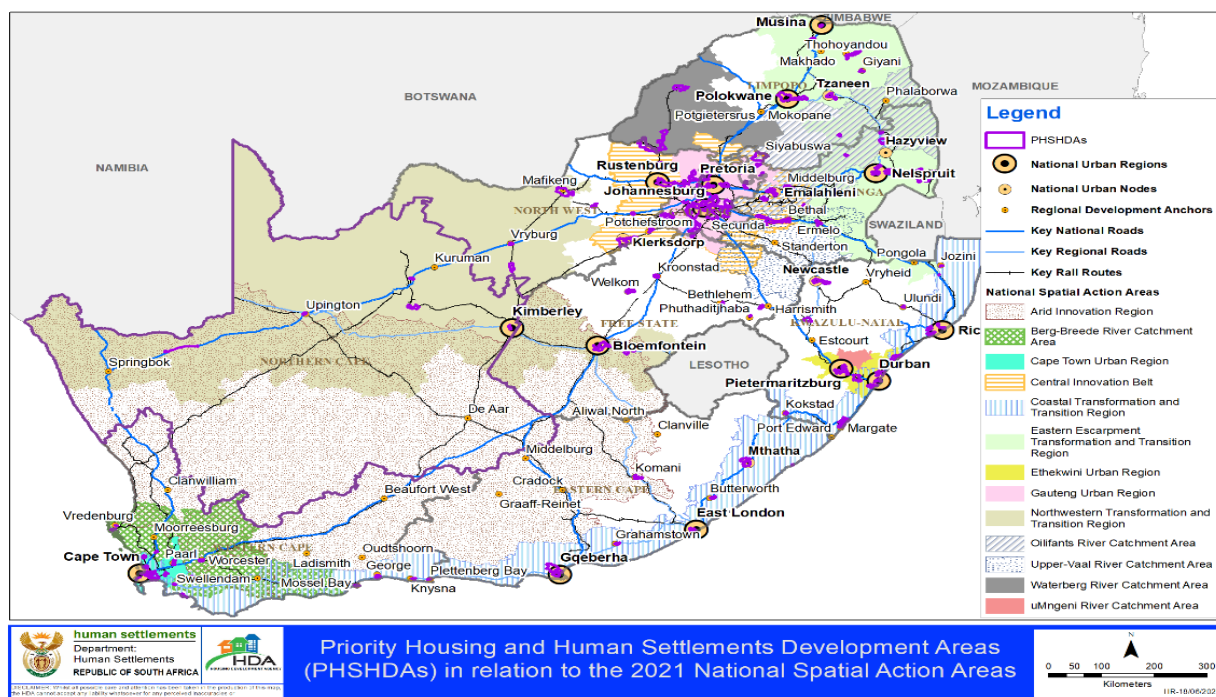
## Human Settlements Spatial Transformation and Consolidation

By aligning with the National Spatial Development Framework (NSDF) and directing investments into spatially targeted areas for human settlements development, the Department aims to accelerate spatial transformation and consolidation. Central to this effort is the implementation of Priority Housing and Human Settlements Development Areas (PHSHDAs) within the 13 National Spatial Action Areas identified in the NSDF. These areas are designed to promote integrated, high-density, and diverse housing typologies that foster sustainable communities by incorporating residential, commercial, and social services into well-balanced, inclusive, and accessible environments.

This initiative leverages public sector investments while actively encouraging private sector participation through clearly defined targets and geographic focus areas. To achieve these objectives, it is critical to strengthen collaboration across all spheres of government—municipal, provincial, and national—working in partnership with the private sector. The Department will continue tracking and reporting on the contributions of other government departments in the 2025/26 fiscal year which is essential for fostering integrated, multi-sectoral development.

In collaboration with the Housing Development Agency (HDA), the Department will further refine the PSHSDA Dashboard, which spatially maps data to track sector projects and progress within PSHSDAs. Additionally, there will be a renewed emphasis on measuring spatial transformation through a comprehensive set of indicators that monitor integration and assess the overall impact of development initiatives.

**Figure 5: Ensuring the Availability of Well-Located Land**



Access to well-located land is vital for advancing spatial transformation, improving access to opportunities, and ensuring housing is situated close to essential infrastructure, public services, and economic activities. By prioritizing strategically located land for housing development, the Department can contribute to building sustainable, inclusive communities that are fully integrated into the broader urban fabric, supporting long-term economic growth and resilience.

The Department has committed to developing 2,600 hectares of state-owned land already released for human settlements, with an additional 1,000 hectares targeted for acquisition. Land identified for human settlements development will be strategically located to reverse spatial disparities and promote well-integrated, mixed-use developments that enhance quality of life.

However, there is growing concern that some municipalities have auctioned off prime land suitable for human settlements, which is later resold to the government at inflated prices—significantly increasing housing costs for end-users. To address this, the Department will closely monitor these practices and work with the South African Local Government Association (SALGA) to enhance coordination, ensuring fair and cost-effective land acquisition processes that benefit future homeowners.

Enhanced interdepartmental coordination and a more cohesive planning framework will drive holistic development outcomes, contributing to the creation of inclusive, sustainable, and resilient human settlements. These efforts will ensure that human settlements are not only

well-planned but also responsive to the evolving needs of South Africa's urban and rural populations.

## **Climate Change**

The Human Settlements sector is severely affected by climate change. The occurrence experiences natural and unnatural disasters such as floods, fires, storms, heavy rains, high winds, droughts and other extreme weather events, has increased over the years. These events have already caused enormous damage to house, infrastructure, and livelihoods, and displaced thousands of people, and continue to be a reminder that women, elderly, persons with disabilities, child headed households and young people, the unemployed, those living in informal settlements are often highly affected. Other sectors Departments such as DARDLR and DFFE have highlighted that climate change continue to affect food security and create more impacts in other sectors.

South Africa has since promulgated the Climate Change Act 22 of 2024 that was signed into law by President Cyril Ramaphosa on July 23, 2024. The Climate Change Act outlines how the country will address climate change and further guides South Africa towards a low-carbon economy, build climate resilience, provides strategies for aligning South Africa's efforts on climate change with global efforts to combat climate change and ensure a just transition to a low-carbon economy.

The Department working with all levels of governments will map, plan for, and address climate change and adaptation plans. The Department will specifically collaborate with various partners in delivering and managing human settlements and this will include engagements United Nations and working with Statistics South Africa in providing a detailed response and implementing strategic development goals.

## **Just Transition**

A just transition aims to achieve a quality life for all South Africans, in the context of increasing the ability to adapt to the adverse impacts of climate, fostering climate resilience, and reaching net-zero greenhouse gas emissions by 2050, in line with best available science. A just transition contributes to the goals of decent work for all, social inclusion, and the eradication of poverty. A just transition framework was approved and seeks to put people at the centre of decision making, especially those most impacted, the elderly, women, people with disabilities, and the youth and empowering them for new opportunities of the future. The Department will work towards upscaling the implementation of the Sustainable Innovative Building Technologies.

A just transition builds the resilience of the economy and people through affordable, decentralised, diversely owned renewable energy systems; conservation of natural resources; equitable access of water resources; an environment that is not harmful to one's health and well-being; and sustainable, equitable, inclusive land use for all, especially for the most vulnerable. transition is about coexistence of a healthy economy and a clean environment and this core to sustainable human settlements development and management. The Department will ensure that economic growth is harvested through the implementation of human settlements programmes that will move away from cement and brick as they form part of the high green gas emission sectors.

The Department will be identifying informal settlements that are at risk e.g. residing in low-lying river basins, coastal communities, poorly designed informal settlements, inner city



buildings that are unsafe. It will also work with cities and international partners to implement new green building efficiency programmes as part of its contribution to ensuring that all new buildings are made to be carbon neutral by 2030.

The sector will be developing more climate-friendly human settlements, designing and climate proofing housing and infrastructure, implementing vertical designs, densifying and focusing on reducing commuting and change land use where practically possible. More partnerships will be explored in human settlements to make a better contribution to improved, safe and greening urban spaces and more climate resilient housing and building practices. This will be done in partnership with key role players. The effective use of energy systems will be employed through gainful partnerships with the energy and environmental sectors. These will create positive spins off in respect of climate change resilience.

The Department has through its approved White Paper made a commitment that government will integrate climate resilience and sustainable development approaches into planning, design, construction and all operations of human settlements to avoid devastating impacts of climate change.

The Department committed to develop and review human settlements climate change response strategy and implementation plan.

The White Paper makes a commitment to pursue initiatives towards the protection and enhancement of inhabited ecosystems and work with all of government to identify and mobilise innovative ways and means of financing the design and implementation of resilient norms and standards, particularly for housing, energy, water and sanitation, roads, and transport to bring about catalytic change for South Africa's vulnerable communities.

Government shall promote collaboration and capacity development programs to facilitate knowledge-sharing and skill development within the human settlements sector.

Additionally, Government will establish innovative financing models to provide accessible and affordable financing options for material sourcing and technology adoption. The climate resilient and green building norms and standards that are aligned with best practice for protecting the country's ecosystems will be regularly published. These will be aligned with Green Star SA rating portfolio, an internationally recognised mark of quality for the design, construction and operation of buildings, interior fitting, and precincts. 3) A differentiated approach to norms and standards for informal and formal subsidised housing, including for RDP/BNG houses, shacks and backyard shacks, energy and transport infrastructure, water and sanitation infrastructure, and storm water management systems, etc. will be investigated. 4) Government will create mechanisms to explore the availability and supply of alternative heat-resistant materials for shack construction to replace corrugated iron. This will decrease energy needs (heating) in winter and increase comfort in summer. 5) The Department will continue to work together with key partners such as DTIC, NHBRC, Agreement SA to implement and ensure compliance to SANS 10400 XA norms and standards. The requirement for buildings to be oriented northeast is noted however many land parcels and landed property available for development do not allow a choice of orientation – e.g., a South facing hill slope. Land available in suitable locations for housing is in short supply and the ability to orientate buildings facing northeast is limited and therefore new solutions will be developed. 6) Government will create a platform for engaging and participating in global discussions to understand and establish best practice for climate resilient infrastructure. Currently such efforts are led by the World Green Building Council, the international local-regional-global action network that leads the transformation to sustainable and decarbonised built environments for everyone, everywhere.

## 4.2 Internal Environment Analysis

The Department has undertaken an analysis of the internal environment and considered the pronouncements made during the Opening of Parliament Address (OPA), where the President highlighted key priorities of the Seventh Administration of Government as follows:

**Strategic Priority 1:** Inclusive growth and job creation

**Strategic Priority 2:** Reduce Poverty and tackle the high cost of living

**Strategic Priority 3:** A capable, ethical and developmental state

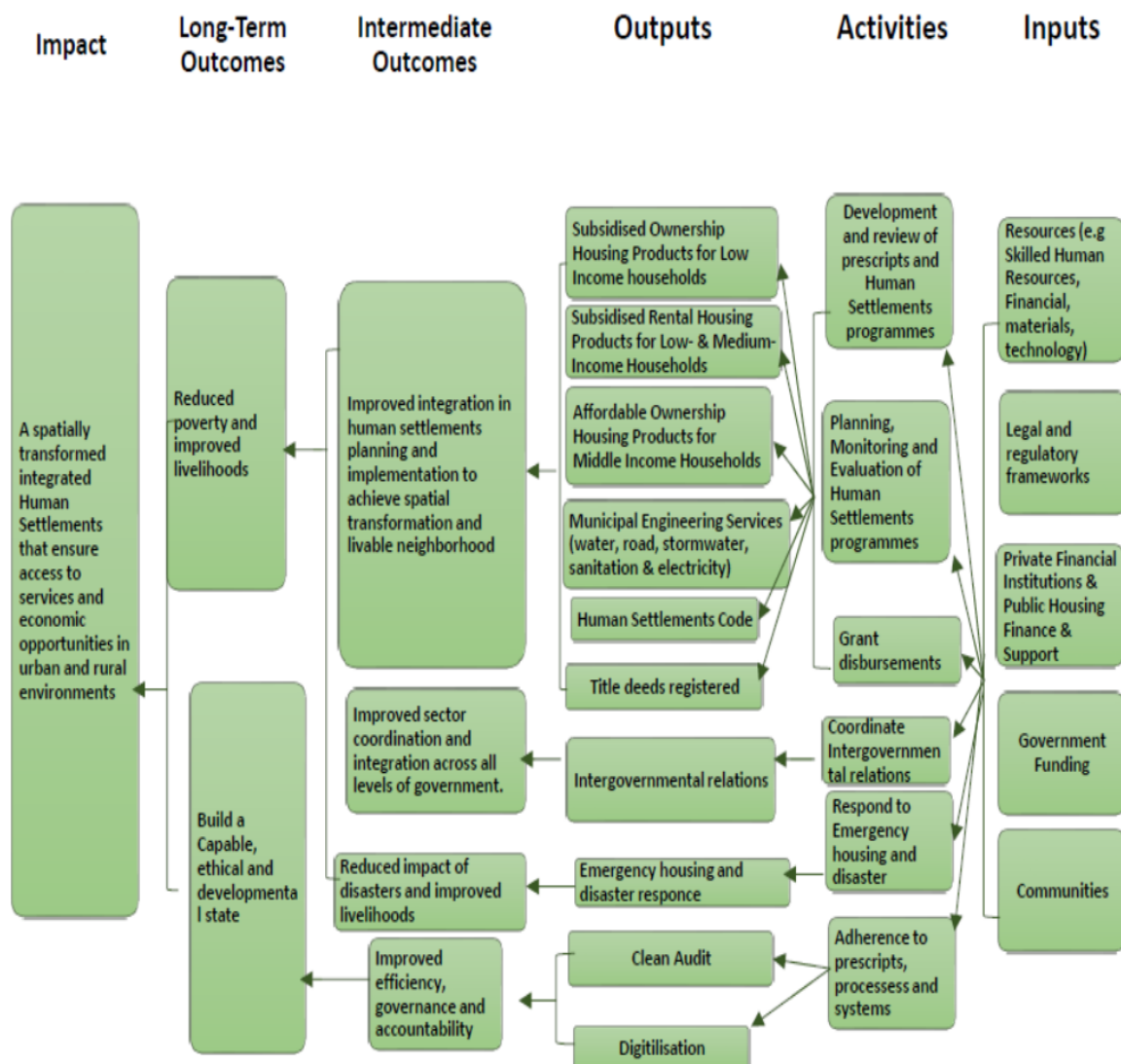
In his State of the Nation Address (SO), the president pronounced that *“We will provide 300,000 serviced stands to qualifying beneficiaries to enable housing development in well-planned, connected communities along key development corridors. We will clear the backlog of title deeds for subsidised housing, turning homes into household assets. We will review land use, building and other regulations to enable low-cost property development, including backyard housing”*. As such the Department of Human Settlements will in the next five years heed the call from the president by ensuring that the above priorities are implemented.

The National Department of Human Settlements directly contributes to Strategic Priorities 2 & 3 through the following intermediate outcomes.

- Improved integration in human settlements planning and implementation to achieve spatial transformation and live
- able neighbourhood
- Reduced impact of disasters and improved livelihoods
- Improved sector coordination and integration across all levels of government.
- Improved efficiency, governance and accountability

The Department has looked at the input, activities, outputs, outcomes, and impact and created a theory of change. The figure below provides the details:

## Theory of Change



## PESTEL and SWOT Analysis

NDHS has undertaken an in-depth situational analysis using the planning combination of both PESTEL-SWOT analysis, to detect how elements of the external environment and the identified strengths, weaknesses, opportunities and threats would need to be addressed for it to operate effectively, efficiently and to deliver on the impact that it seeks to achieve.

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	STRATEGY TO LEVERAGE OPPORTUNITIES	STRATEGIES TO MINIMIZE
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>Government Prioritization of Housing as it remains a key focus in the MTDp.</li> <li>Land Reform and Expropriation policies if well implemented can provide well situation land for low-cost housing, improving accessibility</li> <li>Legislative reforms and policy enhancements</li> </ul>	<ul style="list-style-type: none"> <li>Bureaucratic Red Tape- Lengthy approval processes, complex regulations and slow decision-making delay housing projects.</li> <li>Policy Inconsistencies</li> <li>Corruption and Mismanagement</li> <li>Weak Local government capacity - Poor governance, lack of technical expertise and financial mismanagement</li> <li>Ineffective interdepartmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>Political commitment to human settlements ensures continued political and financial support.</li> <li>Public – Private partnerships allows for collaboration that can accelerate delivery and infrastructure development.</li> </ul>	<ul style="list-style-type: none"> <li>Policy uncertainty &amp; Changes- Shifts in government priorities and leadership changes can lead to inconsistent housing policies and funding allocation</li> <li>Service Delivery Protests</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen inter departmental collaboration – treasury, finance, land reform public works environmental affairs to ensure a more coordinated approach to human settlements, land acquisition and infrastructure development.</li> <li>Leverage political will to secure well located land.</li> <li>Political leverage to strengthen and build PPPs</li> <li>Launch public awareness campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen communication and advisory services</li> <li>Undertaking induction and policy advocacy services</li> <li>Undertake extensive stakeholder consultation</li> </ul>

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	STRATEGY TO LEVERAGE OPPORTUNITIES	STRATEGIES TO MINIMIZE
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>Government funding and Budget Allocation ensures financial support for human settlements.</li> <li>Contribution to job creation stimulates employment in construction, infrastructure development and related industries.</li> <li>Support of SMME</li> </ul>	<ul style="list-style-type: none"> <li>Shrinking budgets and grant allocation</li> <li>Over indebtedness</li> <li>Insufficient consumer and borrower education</li> <li>Insufficient capacity to undertake project packaging, pursue innovative financial solutions</li> <li>High cost of construction.</li> </ul>	<ul style="list-style-type: none"> <li>Alternative Financing Models has made home ownership more accessible.</li> <li>Expansion of Social Housing and rental markets to meet the growing demand for affordable rental housing creates investment opportunities and economic growth.</li> <li>Explore comprehensive incubation and SMME support programme in partnership with sector departments</li> </ul>	<ul style="list-style-type: none"> <li>Budget cuts and funding reductions</li> <li>Rising Construction cost – Inflation and increasing prices of building material make HS projects expensive.</li> <li>Weak economic growth</li> <li>High Unemployment and low-income levels increasing reliance on government</li> <li>Insufficient funding</li> <li>Rating by rating agencies</li> <li>Inflation</li> <li>Limited economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Promote job creation whilst implementing HS projects where the creation of local employment opportunities in construction and related skills trades.</li> <li>Support the development of small and medium sized enterprises in construction sector to enhance economic growth with a focus on empowering marginalized groups such as women and youth.</li> <li>Utilize housing as an economic asset.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce priorities</li> <li>Implement PPPs</li> <li>Partner with private sector</li> <li>Find alternative sources of funding</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>Support for informal settlement upgrading improves living conditions.</li> <li>Job creation and skills development provide opportunities.</li> <li>Community participation and stakeholder engagement fosters inclusivity.</li> <li>Mixed housing development</li> </ul>	<ul style="list-style-type: none"> <li>High citizens' expectations regarding provision of housing</li> <li>Illegal sale of subsidized houses</li> <li>Rent boycott in social housing and community residential units</li> <li>Lack of appropriate consumer education</li> <li>Poor location of human settlements</li> <li>Occupation and resistance by communities to be relocated from inhabitable spaces.</li> <li>Rapid urbanization</li> <li>Land invasion</li> </ul>	<ul style="list-style-type: none"> <li>Improve and enhance living conditions by expanding initiatives to improve informal settlements.</li> <li>Empowerment of Women &amp; disable groups in housing allocation promotes social equity.</li> <li>Urban renewal to bring social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>Social unrest and protest over slow housing delivery or poor living conditions can disrupt development.</li> <li>Rapid urban migration has led to overcrowded informal settlements and increased housing beyond available resources.</li> <li>Corruption and mismanagement in housing allocation - tensions</li> </ul>	<ul style="list-style-type: none"> <li>Promote inclusive and affordable housing by ensuring that the housing policies and developments priorities marginalized groups including low-income household, women, youth and people with disabilities thus providing equal access to safe and affordable HS</li> <li>Educating communities regarding programmes and budget</li> <li>Partner with private sector and set up property transactional Support centers</li> </ul>	<ul style="list-style-type: none"> <li>Host regular stakeholder engagements</li> <li>Consumer and Borrower education programme</li> </ul>

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	STRATEGY TO LEVERAGE OPPORTUNITIES	STRATEGIES TO MINIMIZE
TECHNOLOGICAL	<ul style="list-style-type: none"> <li>The current National Needs Register</li> <li>Is providing portals for housing application, status tracking and subsidies.</li> <li>Uses GIS for better urban planning, site selection and land management and provides information on population density, accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>The slow pace of adapting to new technology and implementing digital transformation.</li> <li>The lack of application of alternative and innovative building technologies</li> <li>Exorbitant prices for technological items</li> <li>High infrastructure and costs to digitise</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a digital platform for HS delivery to streamline housing applications and approval and management process improving efficiency and accessibility whilst enhancing transparency and user engagement</li> <li>Pursue digital transformation in the entire value chain for human settlements</li> <li>Promote digital transformation</li> </ul>	<ul style="list-style-type: none"> <li>Limited Funding</li> <li>Skills shortage</li> <li>SITA Act - limitation to digitization</li> <li>Ineffective systems</li> <li>Sluggish economic growth</li> <li>Access to data and technology to promote engagements</li> <li>Small Bandwidth</li> <li>Insufficient funding to fund digital transformation</li> <li>Inability to change culture</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration /partnership with technology companies and other stakeholders to develop and innovate solutions for housing challenges for the development of mobile platforms, data analytics tools and smart housing systems which can enable better management and delivery for HS</li> </ul>	<ul style="list-style-type: none"> <li>Set targets on digital transformation</li> <li>Implement sustainable Innovate Building Technology</li> <li>Spatial referencing of all settlements</li> <li>Develop digital platform for managing planning approvals</li> </ul>
ENVIRONMENTAL	<ul style="list-style-type: none"> <li>Commitment to Sustainable development as the department is increasing focused on integrating sustainability into housing projects with emphasis on energy efficient, environmentally friendly construction methods.</li> <li>SPLUMA regulations</li> <li>NEMA</li> <li>RSDFN SDF</li> <li>NEMA</li> <li>Emergency Housing Fund</li> </ul>	<ul style="list-style-type: none"> <li>Delays in the application of SPLUMA principles</li> <li>Negative impact on climate change on location and availability of land</li> <li>The impact of natural disasters</li> <li>The impact of topography and terrain on implementation</li> <li>Unpredictable weather patterns</li> <li>Greenhouse emissions and depletion of ozone layer</li> <li>Effects of global warming</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of Green building standards that will reduce long term environmental impact.</li> <li>Integration of renewable energy solutions Eco friendly urban planning and design.</li> <li>Climate resilient housing.</li> </ul>	<ul style="list-style-type: none"> <li>Waiver of SPLUMA</li> <li>Waiver of NEMA</li> <li>Engagement with Department of Environmental Affairs</li> <li>Participation in Climate Commission dialogues</li> <li>Respond to climate change framework Greenhouse emissions and depletion of ozone layer</li> </ul>	<ul style="list-style-type: none"> <li>Incentivize green building practices by giving tax breaks or subsidies to developers for using sustainable building material and energy efficient designs.</li> <li>Introduction of environmental certification programs</li> <li>Develop a disaster management plan for human settlements</li> <li>Engage with cities and SALGA regarding climate change response and adaptation plan</li> <li>Develop climate resilient designs</li> </ul>	<ul style="list-style-type: none"> <li>Engagements with policy unit</li> <li>Consultation with three spheres</li> <li>Consultation with entities.</li> <li>Host regular discussions to improve efficiencies</li> <li>Track planning approval</li> <li>Partner with the Innovation Hub at COGTA and DFFE</li> </ul>

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	STRATEGY TO LEVERAGE OPPORTUNITIES	STRATEGIES TO MINIMIZE
LEGAL	<ul style="list-style-type: none"> <li>• Increase in Court</li> <li>• International legal experts supporting communities</li> <li>• Approval of the White paper</li> </ul>	<ul style="list-style-type: none"> <li>• Negative implications of court rulings</li> <li>• Effect of international conventions and agreements, on norms and standards and costs</li> <li>• Delays as a result of litigation and court judgments</li> <li>• Delays in responding to court instructions relating to eviction matters.</li> <li>• Delays in reviewing and amending current legislation.</li> <li>• Delays in appointing critical vacant post.</li> <li>• Delays in reviewing and updating regulatory instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Orders of chapter 9 institution</li> <li>• Public Protector</li> <li>• CGE</li> <li>• SAHRC</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in policy review, which gives rise to inefficiency in implementing HS projects</li> </ul>	<ul style="list-style-type: none"> <li>• Development of close working relationship with stakeholders</li> <li>• Appoint additional capacity to support</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with legal fraternity</li> <li>• Partner with Legal reform</li> </ul>



## Planned Policy Initiatives

The National Department of Human Settlements will facilitate an annual policy programme which will include drafting the programmes of the Human Settlements Code which will provide prescripts, guidelines, business processes and roles and responsibilities of various stakeholders including provincial department, municipalities and entities.

The Department will also pursue policy advocacy session on the provisions of the Cabinet approved White Paper, crafting of additional policy foundations, and these include the PIE policy foundation and emergency housing guidelines for dealing with inner city challenges.

## Stakeholder Analysis

The table below provides a summary of key stakeholders, which contribute to the delivery of the Department's mandate.

STAKEHOLDER	NEEDS & EXPECTATIONS
Cities Alliance and UN-Habitat	Promote the international programme for the delivery of human settlements
Human Settlements Entities	Mandate, Funding, Policy directive & Capacity support
Provincial Departments of Human Settlements	Policy directive & HSDG Funding Capacity support
Metropolitan Municipality	USDG funding to supplement capital budgets of the Metros in the provision of human settlements services & Capacity support
Banking Association of South Africa	Policy certainty The department is working together with the Banking Association in addressing the affordability of the human settlements gap market
Infrastructure fund	Work together with Social Housing Regulatory Authority to package social housing projects that were gazetted for implementation over the remainder of the MTSF period and allocate the Consolidated Capital Grant which would require equity and loan funding.
National Department of Mineral Resources and Energy	Work together in developing and implementing electrification programme and social labour plans Framework for the affordable housing programme in mining communities
Cooperative Governance and Traditional Affairs	Work together in implementing the District Development Model and align Bulk infrastructure Programme
Water and Sanitation	Work together in aligning the infrastructure plans. Integrated Human Settlement Planning

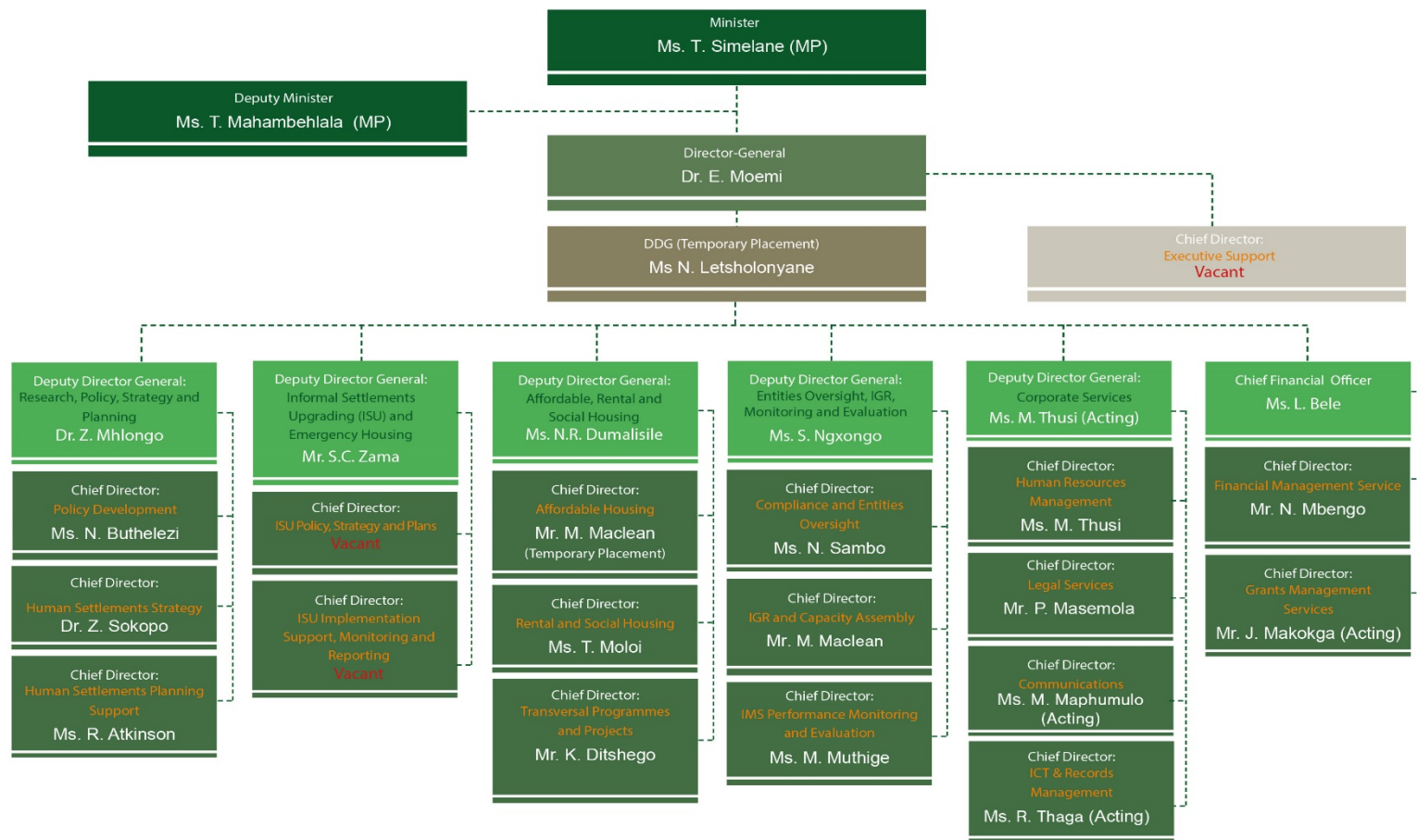
STAKEHOLDER	NEEDS & EXPECTATIONS
Public Works and Infrastructure	Work together with the Public Works and Infrastructure to release suitable parcels of land and landed properties that are currently vested in the Department of Public Works and Infrastructure and other government departments for human settlements development as of to date about 12 568.64 Ha has been released by DPWI to the Department of Human Settlements
Other National Departments	Partnerships in delivery of programmes Intergovernmental Relations
The Citizens	Suitable and Integrated Human Settlements Subsidised and affordable housing
NGO's and Civil Society Organisations	Government to deliver its mandate. Partnerships
Department of Agriculture, Rural Development and Land Reform	Work together in aligning the infrastructure plans for rural households (Mud houses)
Agre'ment SA	Promotion of Innovative Building Technologies

### Stakeholder Cross Reference

The table below provides a summary of the MTDP targets and the responsible key stakeholders – that will ensure and contribute to the delivery of the targets is in line with each stakeholder's respective role.

TARGET	MTDP TARGETS	STAKEHOLDERS REQUIRED	ROLE IN CONTRIBUTING TO MTDP TARGET
HOUSING UNITS	237 000	Province Municipalities NHBRC Private Sector Contractors Developers Entities Sector Departments Beneficiaries National Treasury Council For Built Environment Institutions Of Higher Learning	Develop housing units through units through various programmes for households earning less than R3500 per month
FLISP	140 000	NHFC BASA Private sector House of Traditional Leaders Municipalities Provinces Lenders Sector Departments	Disburse subsidies to subsidies to households in the gap market

TARGET	MTDP TARGETS	STAKEHOLDERS REQUIRED	ROLE IN CONTRIBUTING TO MTDP TARGET
		Beneficiaries PPRA Property Practitioners GEHS HLAMDA CAHF National Treasury	
<b>SERVICED SITES</b>	<b>314 000</b>	Municipalities Provinces Landowners National Department Department of Rural Development Department of Public Works State Owned Entities Sector Departments Beneficiaries HDA NHFC	Complete serviced sites through various programme
<b>SOCIAL HOUSING</b>	<b>15 000</b>	SHRA Lenders NHFC DBSA Infrastructure fund Rental housing tribunal Social housing institutions Developers Other delivery agents Landowners Beneficiaries CSOS NHBRC HDA	Complete Social Rental Housing units in units in restructuring zones
<b>TITLE DEED</b>	<b>80 000</b> Title deeds for households in all 9 provinces	Provinces Municipalities NHBRC Private sector Contractors Developers Sector departments Beneficiaries Presidency National treasury Council for Built Environment Institutions of Higher Learning	Register title deeds for households in all 9 provinces



Department of Human Settlements • Organisational Structure

## Part C: Measuring Our Performance

### 1. Institutional Performance Information

The National Department through the Minister of Human Settlements is leading a concurrent function to deliver Human Settlements sector priorities. It must be specifically noted and appreciated that the National Department manages the programmes while the Provinces, Metropolitan municipalities and its public entities are responsible for the implementation of projects. The National Department consolidates the reported delivery performance of provinces, municipalities and entities. The Department will reflect the annualized targets for the sector under Annexure C of its Annual Performance Plan as Consolidated Indicators. The table below however reflects the five years sector priorities as set out in the approved Medium Term Development Plan.

#### 2024-2029 Medium-Term Development Plan Targets

Outcome	Outcome Indicator	Five years target
Reduced poverty and improved livelihoods	Develop liveable neighbourhoods in both rural and urban environments and achieve spatial transformation	<b>Human Settlements Comprehensive Plan / masterplans</b> developed, institutionalised and implemented in <b>8 metropolitan municipalities and 23 district municipalities with intermediate / secondary cities</b>
Reduced poverty and improved livelihoods	Increased access to adequate housing through various programmes	Upgrade <b>4 075 informal settlements</b> by completing Phases 1, 2 & 3 of the National Housing Code
		Complete <b>15 000 Social Rental Housing</b> units in restructuring zones
		<b>237 000</b> housing units developed through various programmes for households earning less than R3500 per month
		<b>314 000 serviced sites</b> completed through various programme
		<b>80 000</b> title deeds for households in all 9 provinces
		<b>140 000 subsidies disbursed</b> to households in the gap market

## 1.1 Measuring the Impact

The department aims to facilitate the creation of sustainable human settlements and improve the quality of household life. This will ultimately yield a housed nation in sustainable settlements. The Department of Human Settlements will contribute to the achievement of the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP).

The transformation of human settlements into integrated, spatially efficient systems is critical for ensuring sustainable urban and rural development. This approach prioritizes equitable access to social services and economic opportunities, bridging the divide between cities, regions, and rural areas. Measuring the impact of such transformations require the realisation of reduced poverty & improved livelihoods, and a capable and professional public service.

## 1.2 Measuring our outcomes

<b>Impact Statement</b>	A spatially transformed integrated Human Settlements that ensure access to social services and economic opportunities in cities, regions and rural areas.
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<b>MTDP Priority 2</b>	<b>Reduce poverty and tackle the high cost of living</b>		
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood	Effective promotion of Human Settlements prescripts and implementation of the programmes	Gazetted White Paper for Human Settlements	Human Settlements Code
	Effective plans that promote Integrated and spatially transformed liveable neighbourhoods in both rural and urban environments	New Target	Comprehensive Long-Term Plan for human settlements development
Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood	Effective Monitoring and Evaluation of Human Settlements Programmes	Monitoring and assessments reports on the performance of human settlements programmes	Monitoring and assessments reports on the performance of human settlements programmes
		Implementation evaluation of the Operational Capital Programme (OPSCAP)	Evaluation of Subsidy Programmes



<b>MTDP Priority 2</b>		<b>Reduce poverty and tackle the high cost of living</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
		1 UISP baseline evaluation study completed	
Improved sector coordination and integration across all levels of government.	Intergovernmental Relations Programmes Implemented	New Target	IGR Programmers Developed and implemented to improve coordination and integration across all levels of government
Reduced impact of disasters and improved livelihoods	Improved response to disasters impacting on livelihoods	New target	Disaster awareness sessions  Emergency housing plan

<b>MTDP Priority 3</b>		<b>Build a capable, ethical and developmental state</b>	
<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five Year Target</b>
Improved efficiency, governance and accountability	Unqualified audit opinion with no material findings	Unqualified audit opinion with matters of emphasis on predetermined objectives	Unqualified audit opinion with no material findings
	Digitalised Human Settlements Business processes	New Target	Digitalised Human Settlements Business processes

### 1.3 Explanation of Planned Performance over the five-year planning period

<b>Outcome 1</b>	<b>Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood</b>
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The outcome: Improved integration in human settlement planning and implementation to achieve spatial transformation and live

able neighbourhood will be pursued across the 4 main programmes: Integrated Human Settlements Planning and Development, Informal Settlements, Rental and Social Housing, and Affordable Housing. This will be manifested through effective human settlements policies, frameworks and programmes.

#### **Integrated Human Settlements Planning and Development**

The Department is poised to direct planning by provinces and metropolitan municipalities, approve delivery plans, allocate funding for approved projects as well as monitor their implementation in line with the universal design principles and adherence to part S of the SANS 10400 to address the needs of the vulnerable groups especially people with disabilities.

Over and above monitoring grant performance, the Department will continue to carry out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Housing Act in the 7th administration. The Department will also oversee and supervise all agencies that promote the IRDP projects, such as the Housing Development Agency, Community Schemes Ombuds Service, Estate Agencies Affairs Board and the National Home Builders Registration Council, etc., as one of the entities that support the delivery of IRDP housing opportunities. For 5 years, the department plans to review the Human Settlements Code.

The Department will also work with the housing Development Agency, National Building Registration Council and Public Works to set up a registrar of building, undertake audit of land and structural integrity of building that are available in the inner city that could be used for human settlements before converting them for human settlements purposes. Public Private Partnerships will be entered into with the private sector to blend finance and leverage resources so there is less reliance of government grants. The Department will start identifying material suppliers and manufacturers to channel beneficiaries towards providing for themselves in light of the shrinking grant funding. Over and above that the Department will explore implementation innovative building technologies after approving the norms and standards for sustainable building technologies.

Reviewing the Human Settlements Code will ensure a legislative directive on what constitutes human settlements, provide role clarification, and ensure that responsibility and accountability continue for the effective planning and development of human settlements long plan. Furthermore, the Department will endeavour to complete some evaluation studies in the next 5 years. This will result in the most effective meeting of the intended outcome.

## **Informal Settlements**

The Upgrading of Informal Settlements is to assist the government to confront the issues of poverty, unemployment and inequality. There are approximately 4 075 informal settlements in South Africa. These settlements have been categorised with a substantial number of settlements located on land that is not suitable for housing and human settlements development. The baseline assessment for a future impact evaluation study of informal settlements recommended that: the policy programme on UISP be revised; funding for UISP be increased; the programme must involve a range of stakeholders, including grassroots organizations, private developers, all tiers of government, relevant agencies and various sector Departments, especially the Departments that deal with land, agriculture and social development.

The planned performance of informal settlements upgrading over the next five years aims to significantly improve the living conditions and quality of life for residents. The objective is to upgrade informal settlements with basic infrastructure, including water, sanitation, and electricity, thereby enhancing accessibility and mobility of residents. This will be achieved through community-led planning and decision-making, phased implementation, partnerships with local authorities, NGOs, and private sector stakeholders, and capacity building for local governments and communities.

The upgrading strategy will focus on incremental progress, with clear milestones and targets. The focus will be on conducting community engagement and needs assessment, developing upgrading plans, and securing funding. Infrastructure upgrades will commence, prioritizing water, sanitation, and electricity.

The success of the upgrading program will be measured through key performance indicators (KPIs), including the number of households upgraded with basic infrastructure, the percentage of residents with access to clean water and sanitation, the number of jobs created, and community satisfaction ratings. A comprehensive monitoring and evaluation framework will track progress quarterly, with annual community surveys, mid-term evaluation (Year 3), and final evaluation (Year 5). The budget allocation will prioritize infrastructure upgrades (70%), community engagement and capacity building, planning and administration. Risks and community resistance will be mitigated through inclusive decision-making processes.

The Department will carry out all roles and responsibilities stipulated in the Housing Act, the Housing Development Agency Act, and other relevant pieces of legislation, including the Spatial Land Use Management Act, to effectively monitor human settlements programmes, projects, and interventions for improved performance. The Department is also planning to oversee and supervise the services provided through the National Upgrading Support Programme and the Housing Development Agency, one of its entities supporting the upgrading of informal settlements.

## **Rental and Social Housing**

The Rental Programme is one of four major programmes implemented by the DHS. The Department's Rental Programme includes the Social Housing Programme, the CRU Programme and the Institutional Housing Programme. However, the rental space consists of an understated local government-led rental programme, informal rentals (generally known as backyard rental accommodation) and other rental forms provided by private sector actors who do not receive subsidies from the government. These private sector actors operate as small or large-scale

landlords, provide both formal and informal rental accommodation, and are sustained by charging for rental.

The Department plans to receive, analyse, provide advice, and approve rental plans from both provincial Human Settlements Departments and the SHRA and direct a percentage of rental programme investment to the identified PHDAs. The Department is planning to develop a policy to begin amending legislation and developing new programmes.

During the 2024-29 MTDP period, the Department plans to monitor and report the delivery of 15 000 Social Rental Housing units in restructuring zones. The Department further aims to improve the management of available rental stock by achieving 100% tenanting and at least 90% collection rate in social rental housing. The Department aims to tackle key critical areas, including prioritizing vulnerable groups in house allocation.

The Department is also planning to develop a capacity-building programme to support the implementation of the existing rental programmes. The Department will also monitor and report on compliance with the set-aside policy framework of the Department and report about the allocation of budgets to companies owned by women, youth and persons with disabilities. Over and above monitoring grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Act, Rental Act, Rental Amendment Act and other supporting legislation.

## **Affordable Housing**

The outcome of this programme has been linked with the National Development Plan, which sets out an inclusive plan to reduce poverty and inequality by 2030. Chapter 8 of the NDP makes particular reference to transforming human settlements and the spatial economy. This includes addressing the housing enigma to realise constitutional housing rights better, ensuring that housing is delivered to restructure towns and cities, and strengthening the livelihood prospects of households at large.

The Affordable Housing Programme is one of the Department's programmes catering to low—to medium-income earners. Thus, for the 7th administration, the department plans to develop 237 000 housing units through various programmes for households earning less than R3500 annually. The Department further aims to monitor and report 314,000 serviced sites through various programmes and also increase access to 80,000 title deeds for households in all 9 provinces.

During the MTDP Period, the Department plans to monitor and report on the delivery of about 140,000 units for the missing middle through First Home Finance. The report will cover the budgets and projects allocated to women-owned companies, training and jobs allocated to youth, and housing units allocated to persons with disabilities. The Department is planning to monitor and report on using the universal design principle and compliance with part S of the National Building Regulations Standards to address the needs of vulnerable groups, especially people with disabilities.

In terms of the implementation of the FLISP and the above policy, planning, monitoring and capacity building efforts, the Department plans to disburse the Grant to Provinces and the FLISP subsidy and related operational funding to the NHFC after receiving, analysing projected cash flows and providing advice regarding the projected cash flows. Over and above monitoring grant performance and subsidy disbursements, the Department plans to carry out all roles and responsibilities stipulated in the Housing Act, the Housing Development Agency Act and other relevant pieces of legislation. The Department also plans to oversee and supervise the services provided through the National Housing Finance Cooperation as one of its entities supporting the affordable housing Programme.

<b>Outcome 2</b>	<b>Improved sector coordination and integration across all levels of government</b>
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At the heart of this transformation lies the cluster system of governance, a framework designed to improve coordination and integration across all levels of government. While this system has been established for some time, assessing its efficacy in facing persistent service delivery challenges and ensuring that the department of Human Settlements provides high-quality services to its citizens is critically important. The 7th Administration has articulated three key priorities: driving inclusive growth and job creation, reducing poverty, and building a capable, ethical, and developmental state. These goals cannot be achieved in silos; they require a collaborative approach that leverages the strengths of various sectors and stakeholders.

Our challenges are multifaceted and interconnected, rendering a fragmented approach ineffective. Our citizens are looking for solutions that are not only effective but also equitable. The cluster system must evolve to ensure that we address critical delivery issues adequately and hold ourselves accountable for the implementation of decisions made. Ultimately, the success of the 7th Administration hinges on the department’s ability to create shared public value. This means increasing the worth of the population, territory, institutions, and competitive advantage. All provincial human settlement departments, municipalities and agencies must align with this vision, as their contributions are imperative to establishing a cohesive and effective governance framework. Activating the Five National Security Quintets—national identity, values, interests, power, and will—will be key in rallying our citizens behind our collective goals. A collaborative approach is vital as we navigate both domestic and international landscapes. For the next 5 years, the Department of Human Settlements will strive to implement various Intergovernmental plans and programmes to ensure that the outcome stated above is realised.

<b>Outcome 3</b>	<b>Reduced impact of disasters and improved livelihoods</b>
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Global environmental and climate changes have increased the intensity of disasters and the resulting losses in recent years. There is now a shift from a hazard-centered disaster paradigm to one that emphasizes vulnerability and resilience as the causes of disasters triggered by natural events come under increasing scrutiny. Modernity has changed the access and use of key capital (natural, financial, physical, human, and social capital) at the minor households and communities' level, ultimately making communities dependent on external resources with an unequal distribution of their existence. Disasters often serve as a moment to prepare and safeguard against more significant crises and stresses. There is no benchmark approach to post-disaster reconstruction; the strategies must be adapted to each community's vulnerabilities and capacities. In this context, livelihood strategies are crucial, often seen as key reconstruction approaches prioritizing sustainability. Consequently, for the next five-year period, the department will continue to bring forth different strategies to reduce disasters' impact and improve livelihoods by conducting disaster awareness sessions.

<b>Outcome 4</b>	<b>Improved efficiency, governance and accountability</b>
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The outcome: Improved efficiency, governance and accountability will be pursued mostly in the department's Administration programme through the provision of support services (financial, human resources, ICT) to enable the department to administer various subsidy programmes for integrated human settlements developments. Beyond the Administration programme, the department includes capacity building sub-programmes across each department's programmes that provide institutional and technical capacity to support achieving the department's delivery targets.

The choice of this outcome, is based on the promotion of good governance within the department, thereby ensuring that the public service is more capable of providing the required services. Furthermore, good corporate governance. is a foundation for having a capable and developmental state. The achievement of an unqualified audit opinion with no material findings is an indication of effective and efficient internal controls employed by the Department in the daily operation of its activities. This provides confidence in not only the processes and systems used but also mainly in the management of the performance environment at large. The Department will, therefore, continue to strive for unqualified audit opinion with no material findings throughout the 5 year period. We focus on maintaining the highest governance, accountability, and transparency standards.

The contribution of the outcome in the Departments is through the provision of a capable and professional public service to implement policies and programmes geared to delivering sustainable human settlements. The outcomes in this process indirectly contribute to the impact statement by ensuring that processes, systems and necessary controls are in place to support the implementation of programmes and projects aimed at delivering sustainable human settlements.



The enablers to achieve these stated MTDP targets rest with the provision of key administrative functions. These may include the provision of the necessary capacity to implement programmes and projects, the ICT infrastructure to enable sustainable human settlements and the Department to carry out its mandate, and the provision of adequate financial resources. This would entail the implementation of the approved organisation's structure in support of the strategy. The Department will endeavour to achieve a 100% success rate in complying with statutory prescripts and the implementation of the MTEF Human Resource Plan and Implementation of the approved ICT Implementation Plan.

Effective grant monitoring and reporting are essential to achieving successful grant outcomes. Establishing a system that supports efficient tracking and reporting is important. Creating a monitoring plan ensures grant recipients meet their reporting requirements and use grant funds effectively. For the next 5 years, the department will continue to conduct the assessments on the performance of human settlement grants (ISUPG). The Department will further ensure that the assessment on set aside allocations for designated groups (HSDG and USDG) are conducted.

## Digitalisation

The Department of Human Settlements is committed to leveraging Information and Communication Technology (ICT) to enhance service delivery, promote digital transformation, and improve governance. This strategic plan outlines the department's ICT roadmap over a 5-year period, ensuring alignment with national digital priorities, regulatory compliance, and emerging technology trends.

The 5-year strategic plan establishes a foundation for digital inclusion, smart housing integration, enhanced governance, and cybersecurity resilience. Over the next three years, the department will focus on interoperability, cloud migration, and NDHSMS implementation, while the one-year plan ensures immediate execution of critical ICT projects such as security enhancements, Microsoft 365 adoption, and GIS housing data integration.

This strategy balances long-term transformation with short-term impact, ensuring efficiency, scalability, and sustainability in the digital era.

This section outlines the role of ICT in enabling the department's strategic objectives over the next five years. It highlights key digital transformation initiatives, their alignment with business objectives, and expected outcomes.

Digitalisation **revolutionizes** the **Human Settlements Sector** by **improving efficiency, transparency, and accountability** across all functions.

Below are key ways in which digitisation would **enhance sector performance**:

Strategic Priority 3	ICT Initiative	Expected Outcome
A capable, ethical and developmental state	<ul style="list-style-type: none"> <li>Implementation of the National Digital Human Settlements</li> </ul>	Increased accessibility for citizens

Strategic Priority 3	ICT Initiative	Expected Outcome
	Management System (NDHSMS).	More efficient forecasting and data-driven planning and decision-making  Enhanced housing data tracking & service efficiency  Increased reach and usability
	<ul style="list-style-type: none"> <li>Cloud adoption, ICT infrastructure modernisation and enhanced cyber security.</li> </ul>	Strengthened data security  Cost savings and scalability
	<ul style="list-style-type: none"> <li>Automation of internal administrative business processes.</li> </ul>	Reduced manual workload Improved internal communication  Improved public sector efficiency

In terms of Governance and compliance, the department will adhere to the Corporate Governance of ICT Policy Framework (CGICTPF) and ensure compliance with relevant ICT policies and regulatory requirements.

### Three-Year ICT Plan (Aligned to MTEF)

The Three-Year ICT Plan serves as a roadmap for implementing ICT projects aligned with the Departmental Strategic Plan. It provides a structured approach to ICT investments over the Medium-Term Expenditure Framework (MTEF).

### ICT Investment Priorities

- Cloud adoption and infrastructure modernization.
- Strengthening information security and compliance.
- Enhancing digital service delivery platforms.
- Improving ICT governance and monitoring frameworks.
- Implementing Change Management & Workforce Readiness to ensure effective digital transformation.
- Enhancing system interoperability & ICT integration to support cross-departmental collaboration (NDHSMS).
- Establishing real-time ICT policy monitoring dashboards for performance tracking.
- Incorporating NDHSMS reporting requirements for improved housing data analysis.

## 2. Key Risks

Outcomes	Key Risks	Risk Description	Risk Mitigations
Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood	Inability to upgrade informal settlements to Permanent Infrastructure	Informal settlements not upgraded to Permanent Infrastructure.	Human Rights Package, Social and Economic Amenities, Formalisation, Detailed Engineering Designs and Permanent Infrastructure Project level monitoring against the Business Plans
	Inability to rezone land within Priority Development Areas (PDA's) acquired between 2014 and 2019	Land falling within the PDAs acquired between 2014-2019 not rezoned	The total 4748 ha of land acquired in PDAs, 204 ha of land remains to be rezoned. The HDA is providing targeted support in the relevant municipalities to ensure the remaining land parcels are rezoned.
	Recurring title deeds backlog transformation.	A growing title deed backlog refers to an increase in the number of land users that have no land records, thus contributing to lack of economic	National Business Plan approval processes through project readiness matrix
Reduced impact of disasters and improved livelihoods	Inability to respond to disasters timeously	Inability to assist victims who lost houses due to natural disasters and related incidents	Obtain the approval of the emergency housing guidelines from NDHS governance structures such as Executive Management Team (EMT) and Technical Minister, and Members of Executive Committee (TechMinMec).
Improved sector coordination, engagements and participation	Implementation of policies and programmes not aligned to MTDP priorities.	Inability to enforce provinces and metropolitan municipalities to implement integrated human settlement development	<ul style="list-style-type: none"> <li>• Periodic review and evaluation of policies</li> <li>• Annual alignment of plans with strategic and policy priorities</li> <li>• Quarterly Reviews and Oversight</li> </ul>
Improved efficiency, governance and accountability	Fraud and Corruption	Risks related to inadequate oversight on fraudulent activities in the Department.	<ul style="list-style-type: none"> <li>• Review the Anti-Fraud and Corruption Strategy to incorporate ethics issues</li> </ul>

Outcomes	Key Risks	Risk Description	Risk Mitigations
	Inadequate skilled personnel to deliver on departmental mandate.	The department may not have adequate capacity to deliver on departmental mandate.	<ul style="list-style-type: none"> <li>Fill posts according to the approved prioritised list as per DPSA concurrence.</li> </ul>
	Ageing ICT Infrastructure (Switches, network - cabling, routers, cabinets)	Ageing ICT infrastructure poses a threat to business continuity as it becomes more prone to unexpected failures and disruptions.	<ul style="list-style-type: none"> <li>Implement Technology Infrastructure Refresh (servers, switches, cabling upgrade, bandwidth upgrade and storage).</li> </ul>

### 3. Public Entities

Name of Public Entity	Mandate	Outcomes
<b>Community Schemes Ombud Service (CSOS)</b>	The CSOS was established in June 2011 in terms of the Community Schemes Ombud Service Act, 2011 (Act No. 9 of 2011). The mandate of the CSOS is: to develop and provide dispute resolution for community schemes; provide training for conciliators, adjudicators and other employees of CSOS; regulate, monitor and control the quality of schemes' governance documentation; and take custody of, preserve and provide public access electronically or by other means to schemes' governance documentation	<ul style="list-style-type: none"> <li>An efficient and effective public entity characterised by sound financial and risk management and good governance</li> <li>An effectively regulated community scheme sector</li> <li>Effective dispute resolution authority of choice for community schemes in South Africa</li> <li>Empowered stakeholders who understand their rights and obligations</li> <li>A transformed community schemes sector through economic inclusion, participation and representation of PDIs</li> </ul>
<b>National Housing Finance Corporation (NHFC)</b>	The NHFC was established in 1996 in terms of the Companies Act, 1973 (Act No. 61 of 1973). The NHFC was established in 1996 as a DFI, with the principal mandate of broadening and deepening	<ul style="list-style-type: none"> <li>An efficient and effective entity characterized by good corporate governance and ethical leadership</li> </ul>

Name of Public Entity	Mandate	Outcomes
	<p>access to affordable housing finance for low-to-middle income South African households. Additionally, the NHFC has been assigned by the Department to implement the First Home Finance Programme</p>	<ul style="list-style-type: none"> <li>• Increased access to adequate housing through various programmes</li> <li>• Increased access to affordable finance to enable adequate housing through various programmes</li> <li>• Increased penetration and participation of low-to middle income households and businesses owned by black people and designated groups in the housing market</li> </ul>
<b>Social Housing Regulatory Authority (SHRA)</b>	<p>The SHRA was established in August 2010 in terms of the Social Housing Act, 2008 (Act No. 16 of 2008). The mandate of the SHRA is: to regulate the social housing sector; support the restructuring of urban spaces through social housing investments; promote the development and awareness of social housing; ensure accreditation of SHIs; and ensure sustainable and regulated disbursements of the CCG to accredited SHIs.</p>	<ul style="list-style-type: none"> <li>• A capable and professional public service</li> <li>• Increased access to adequate housing through tailored programmes</li> <li>• Enhanced performance of delivery agents and projects</li> <li>• Increased capacity of municipalities and provinces to deliver social housing</li> <li>• Proficient sector regulation, monitoring and agile accreditation process</li> </ul>
<b>Housing Development Agency (HDA)</b>	<p>The HDA was established in 2008 in terms of the Housing Development Agency Act, 2008 (Act No. 16 of 2008) and began operations in April 2009. The mandate of the HDA is to develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities; develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for</p>	<ul style="list-style-type: none"> <li>• Effective and Efficient Management and Good Governance of the HDA</li> <li>• Develop liveable neighbourhoods in both rural and urban environments and achieve spatial transformation</li> <li>• Increased access to adequate housing through various programmes</li> </ul>

Name of Public Entity	Mandate	Outcomes
	<p>residential and community development; prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law; monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements; enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery; ensure that there is collaboration and intergovernmental and integrated alignment for housing development services; identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development; undertake such project management services as may be necessary, including assistance relating to approvals required for housing development; contract with any organ of state for the purpose of acquiring available land for residential housing and community development for the creation of sustainable human settlements; assist organs of state in dealing with housing developments that have not been completed within the anticipated project period; assist organs of state with the upgrading of informal settlements; and assist organs of state in respect of emergency housing solutions.</p>	
<b>National Home Builders Registration Council (NHBRC)</b>	<p>The NHBRC was established in 1998 in terms of the Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998), as amended.</p>	<ul style="list-style-type: none"> <li>• Functional, efficient, and integrated governance</li> <li>• Improved accessibility and visibility</li> </ul>



Name of Public Entity	Mandate	Outcomes
	<p>The mandate of the NHBRC is: to protect the interests of housing consumers by ensuring that quality houses are built; to regulate the home building industry by enforcing ethical and technical norms and standards; to promote innovative technology in the housing sector and promote compliance and capacity building of home builders (builder training and development). The entity is also tasked to support the housing sector with geotechnical engineering services and forensic engineering investigations; litigation and advisory services. The NHBRC achieves its mandate through registrations, enrolments, inspections, training, warranties and dispute resolution.</p>	<ul style="list-style-type: none"> <li>• Financially sustainable organisation that promotes economic inclusion</li> <li>• Improved regulatory compliance</li> <li>• Competent homebuilders and technical professionals</li> <li>• Adequate housing and improved living Environment</li> <li>• A climate change conscious NHBRC</li> </ul>
<p><b>Property Practitioners Regulatory Authority</b></p>	<p>The Property Practitioners Regulatory Authority (PPRA) was established in terms of the Property Practitioners Act, 2019 (Act No. 22 of 2019), with the commencement date of 1 February 2022.</p> <p>The mandate of the PPRA is to regulate the conduct of property practitioners in dealing with the consumers; regulate the conduct of property practitioners in so far as marketing, managing, financing, letting, renting, hiring, sale and purchase of property are concerned; regulate and ensure that there is compliance with the provisions of the Act; ensure that the consumers are protected from undesirable and sanctionable practices as set out in section 62 and section 63 of the Act; regulate any other conduct which falls within the ambit of the Act</p>	<ul style="list-style-type: none"> <li>• A capable and professional public service</li> <li>• Improved Compliance with the Property Practitioners Act</li> <li>• Improved Professionalism and Ethical Practices and Continuous Professional Development of Property Practitioners</li> <li>• Inclusive, integrated and transformed property sector</li> <li>• Maintain a Sustainable Property Practitioners Fidelity Fund</li> </ul>

Name of Public Entity	Mandate	Outcomes
	<p>in as far as property practitioners and consumers in this market are concerned; provide for the education, training and development of property practitioners and candidate property practitioners; educate and inform consumers about their rights as set out in section 69 of the Act; and implement measures to ensure that the property sector is transformed as set out in Chapter 4 of the Act.</p>	

## Part D: Technical Indicator Description (TID)

**Outcome 1:** Improved integration in human settlements planning and implementation to achieve spatial transformation and liveable neighbourhood.

Indicator title	Effective promotion of Human Settlements prescripts and implementation of the programmes
<b>Definition</b>	The indicator measures the effectiveness of human settlements relevant policies, frameworks and programmes towards promotion of integrated and spatially transformed liveable neighbourhoods in both rural and urban environments.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• White Paper for Human Settlements</li> <li>• Policy foundation on housing and human settlements</li> <li>• Housing Code Programmes</li> <li>• Programme of the Entities</li> <li>• Macro policies of sector departments</li> <li>• Ten-year review of the NDP</li> <li>• Evaluation reports</li> <li>• Expenditure reports</li> <li>• Research reports.</li> <li>• SEIAS reports</li> <li>• Implementation Guidelines</li> <li>• Provincial Reports</li> <li>• Annual reports</li> </ul>
<b>Method of calculation / Assessment</b>	Qualitative
<b>Assumptions</b>	There will be sufficient resources to enable drafting, reviewing and development of human settlements policies, frameworks and programmes
<b>Disaggregation of beneficiaries (where applicable)</b>	The human settlements programmes, frameworks and policies will highlight the role of women, youth, persons with disabilities, child-headed households, victims of the truth and reconciliation commission, restitution programme and military veterans.
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Desired performance</b>	Effective policies, regulations, frameworks and programmes
<b>Indicator responsibility</b>	Programme Manager: Research Policy Strategy and Planning

<b>Indicator title</b>	<b>Effective plans that promote integrated and spatially transformed liveable neighbourhoods in both rural and urban environments</b>
<b>Definition</b>	This indicator tracks the number of human settlements development plans that have been formulated in alignment with the District Development Model (DDM) One Plans. These plans incorporate integrated approaches to address housing needs, land use, infrastructure, and service delivery in priority districts and metros, with an emphasis on sustainable, inclusive development and spatial transformation.
<b>Source of data</b>	Municipal Integrated Development Plans (IDPs). Municipal Spatial Development Frameworks PDA implementation programmes DDM One Plans. Census data
<b>Method of calculation or assessment</b>	A simple count of the number of human settlements development plans completed and aligned with the DDM One Plans during the reporting period.
<b>Means of verification</b>	Copies of the draft human settlement development plans
<b>Assumptions</b>	The necessary data and cooperation from municipalities and provinces will be available.  Alignment between the human settlements plans and the DDM One Plans will be maintained.  There will be ongoing engagement and support from national, provincial, and local government levels.
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	This indicator supports spatial transformation by promoting integrated and sustainable urban and rural development in the PDAs in line with DDM principles. It ensures that settlements are developed in a manner that addresses apartheid-era spatial inequalities and promotes inclusivity.
<b>Desired performance</b>	The higher the number of development plans completed in line with the DDM One Plans, the better. This reflects progress in coordinated and integrated human settlements planning and implementation.
<b>Indicator responsibility</b>	Programme Manager: Research Policy Strategy and Planning

Indicator Title	Effective Monitoring and Evaluation of Human Settlements Programmes
<b>Definition</b>	<p>The indicator measures the effectiveness of monitoring and evaluation towards improvement of human settlements programmes</p> <p>The monitoring of performance will entail an analysis of the financial and non-financial performance information from the departmental implementing partners.</p> <p>The Evaluation entails periodic analysis of financial and non-financial information after the monitoring process</p>
<b>Source of data</b>	<p>The Sources of data are:</p> <ul style="list-style-type: none"> <li>• White Paper for Human Settlements</li> <li>• Policy foundation on housing and human settlements</li> <li>• Housing Code Programmes</li> <li>• Programme of the Entities</li> <li>• Macro policies of sector departments</li> <li>• Evaluation reports</li> <li>• Expenditure reports</li> <li>• Research reports.</li> <li>• SEIAS reports</li> <li>• Implementation Guidelines</li> <li>• Provincial Reports</li> <li>• Annual reports</li> <li>• MTDP priorities</li> <li>• Annual Performance Plan</li> </ul>
<b>Method of calculation / Assessment</b>	Qualitative
<b>Assumptions</b>	<p>Cooperation from relevant stakeholders</p> <p>Accurate reporting of non-financial and financial performance</p> <p>Approved Annual performance reports</p>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Desired performance</b>	Effective Human Settlements Programmes
<b>Indicator responsibility</b>	Programme Managers

**Outcome 2:** Improved sector coordination and integration across all levels of government.

Indicator Title	Intergovernmental Relations Programmes implemented
<b>Definition</b>	The indicator measures the intergovernmental relations programmes implemented. Intergovernmental relations programmes refer to the coordination of programmes across different spheres of government such as Provincial and Municipalities Quarterly Performance Review Sessions, Ministerial Outreach Initiatives and Ministerial Community Interventions.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Reports from Provinces and Municipalities</li> <li>• Request from Ministry and Director General's office.</li> <li>• Petitions /Memorandums handed by members of the community</li> </ul>
<b>Method of calculation/ Assessment</b>	Simple count
<b>Assumptions</b>	Implemented intergovernmental relations programmes that support the achievement of the Departmental (MTDP)
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Desired performance</b>	Improved service delivery across all spheres of government
<b>Indicator responsibility</b>	Programme Manager: Entities Oversight, IGR, Monitoring and Evaluation

**Outcome 3:** Reduced impact of disasters and improved livelihoods

Indicator title	Improved response to disasters impacting on livelihoods
<b>Definition</b>	<p>The indicator measures the response to human settlements disasters through various interventions such as awareness sessions. The Disaster Management Act No. 57 of 2002 defines:</p> <p>Disaster: as a progressive or sudden, widespread or localised, natural or human-caused occurrence which causes or threatens to cause:</p> <ul style="list-style-type: none"> <li>• Death, injury or disease.</li> <li>• Damage to property, infrastructure or the environment.</li> <li>• Disruption of the life of a community.</li> </ul> <p>Where the magnitude thereof exceeds the ability of those affected by the disaster to cope with its effects using their own resources. In addition, this act defines Vulnerability as the degree to which an individual, a household, a community or an area may be adversely affected by a disaster. Therefore, from these definitions, it can be concluded that the Emergency Housing Unit is prompted and warranted to conduct disaster awareness sessions in vulnerable communities of provinces that are prone to disasters, as part of disaster preparedness and mitigation.</p> <p>Disaster awareness sessions will be conducted across the country.</p> <p>The Disaster Awareness Sessions would be deemed conducted after the DDG: Informal Settlements &amp; Emergency Housing signs-off the report on awareness sessions held.</p>
<b>Source of data</b>	<p>Provincial and Municipal Spatial Development Frameworks. Provincial and Municipal Disaster Management Plans. Disaster Management Act 57 of 2002. Emergency Housing Guidelines</p>
<b>Method of calculation / Assessment</b>	Simple count
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• All provinces/municipalities understand the Emergency Housing Programme as stated in the National Housing Code of 2009 and in the Emergency Housing Guidelines.</li> <li>• All provinces, Municipalities and disaster centres would cooperate with the Emergency Housing Unit to provide temporary emergency housing relief to affected households.</li> <li>• All provinces and municipalities understand the revised funding model that was effected from the 1st of April 2023. The DHS would have the required capacity and capabilities to verify the number of households impacted by a disaster, procure relevant goods and services, monitor the progress of the emergency housing interventions and compile close-out reports thereof.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>According to the National Housing Code of 2009, PART 3: Emergency Housing Programme-subsection 2.4, the National Department of Human Settlements is mandated to provide emergency housing assistance to all affected households, namely: child headed households, persons without dependants, persons</p>



Indicator title	Improved response to disasters impacting on livelihoods
	classified as aged, persons who are not first-time home owners, persons who have previously received housing assistance and Non-South Africans on the conditions prescribed by the Department of Home Affairs on a case by case.
<b>Spatial transformation (where applicable)</b>	The disaster awareness sessions will enable vulnerable communities, provinces and municipalities to enhance their spatial development frameworks by factoring in the disaster management component in their Human Settlements Integrated Development Plans. The applicable legislative prescripts will be the Disaster Management Act No. 57 of 2002 and the Spatial Planning and Land use Management Act No. 16 of 2013.
<b>Desired performance</b>	Awareness raised about prevalent disasters
<b>Indicator responsibility</b>	Programme Manager: Informal Settlement Upgrading and Emergency Housing

**Outcome 4:** Improved efficiency, governance and accountability

Indicator Title	Unqualified audit opinion with no material findings
<b>Definition</b>	<p>The indicator measures the effectiveness of processes, systems and controls implemented by the Department to ensure that an opinion with no material findings is achieved.</p> <p>A financially unqualified opinion with no findings (clean audit) means the auditee:</p> <ul style="list-style-type: none"> <li>• Produced quality financial statements free of material misstatements (in other words, errors or omissions that are so significant that they affect the credibility and reliability of the financial statements)</li> <li>• Produced quality performance reports that measure and report on performance in a manner that is useful and reliable</li> <li>• Complied with key legislation.</li> </ul>
<b>Source of data</b>	Annual financial statements, reports on predetermined objectives, documented business processes/ standard operating procedures (SOPs), annual audit plan and risk management plan, Internal Audit Report, Annual Performance Report and previous AG Report.
<b>Method of calculation / Assessment</b>	Adherence to legislative frameworks, systems, and controls put in place and implemented.
<b>Assumptions</b>	Adequate budget approved.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation</b>	N/A

<b>Indicator Title</b>	<b>Unqualified audit opinion with no material findings</b>
<b>(where applicable)</b>	
<b>Desired performance</b>	Financial statements free from material errors and misstatements
<b>Indicator responsibility</b>	Programme Manager: Chief Financial Officer

<b>Indicator Title</b>	<b>Digitalised Human Settlements Business Processes</b>
<b>Definition</b>	<p>Digitalization in the human settlements sector refers to the transformation of processes, data management, and service delivery using digital technologies to improve efficiency, transparency, and accountability. It involves moving from manual, paper-based systems to integrated digital platforms that enhance planning, delivery, and management of housing and settlements. The indicator measures the digitalization of Human Settlements business processes through:</p> <ul style="list-style-type: none"> <li>• Implementation of the National Digital Human Settlements Management System (NDHSMS).</li> <li>• Cloud adoption, ICT infrastructure modernisation and enhanced cyber security.</li> <li>• Automation of internal administrative business processes.</li> </ul>
<b>Source of data</b>	ICT Implementation Plans and reports
<b>Method of calculation / Assessment</b>	Qualitative
<b>Assumptions</b>	<p>Availability of SITA systems  Effective SITA Infrastructure  Skilled ICT workforce  Adequate budget</p>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Digitalised Human Settlements Business Processes
<b>Indicator responsibility</b>	Programme Manager: Corporate Services

## Annexures to the Strategic Plan

### Annexure A: NSDF and District Development Model (Refer to Annexure D attached).

Area of Intervention in the NSDF and DDM (Below examples)	Five-Year Planning Period								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/ +X)	Latitude (North/South/-Y)
Water									
Sanitation									
Roads									
Storm Water									
Electricity									
Environmental Management									