# Table of Contents

1. Introduction .................................................................................................................. 3
   **Part A: Strategic Framework**

2. Purpose .......................................................................................................................... 4

3. Principles ......................................................................................................................... 5
   3.1. Spatial Developments Principles ............................................................................. 5
   3.2. Spatial Governance Principles .............................................................................. 6

4. Spatial Targeting ............................................................................................................. 7
   **Part B: Contextual Considerations**

5. NHSMSP Legislative and Policy Context ........................................................................ 8
   5.1. NATIONAL DEVELOPMENT PLAN (NDP, 2010) ................................................. 8
   5.2. THE INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF, 2016) .......... 8
   5.3. BREAKING NEW GROUND (BNG, 2004) ......................................................... 8
   5.4. HOUSING ACT 1997 ......................................................................................... 9
   5.5. Housing Development Agency Act ..................................................................... 9
   5.6. Social Housing Act .......................................................................................... 9
   5.7. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (16 OF 2013) (SPLUMA) .......... 10

6. SITUATIONAL ANALYSIS ............................................................................................. 10
   6.1. NATIONAL SPATIAL ORDER ............................................................................. 10
   6.2. SETTLEMENT PATTERNS ............................................................................... 11
   6.3. SPATIAL TARGETING PROGRAMMES ............................................................... 11
   6.4. Public Sector Investments .................................................................................. 13
   **Part C: MSP Spatial Governance Approach**

7. Spatially Targeted Areas in Provinces and Municipalities ............................................ 17

8. Intergovernmental and Multi-Sector Planning and Budget Coordination ..................... 18
   8.1. Human Settlements and Built Environment Intergovernmental Coordination Forum (i.e. focal point) 18
       Purpose ......................................................................................................................... 18
   8.2. Inter-governmental contracting ............................................................................... 19
   8.3. COORDINATED FUNDING FOR HUMAN SETTLEMENTS ................................ 20
   8.4. Disbursement and flow of funding ......................................................................... 20
   8.5. Applicable Planning Tools .................................................................................. 21
   8.6. MECHANISMS ..................................................................................................... 21
   8.7. Monitoring and Evaluation ................................................................................. 22
   **PART D: Implementation Plan**
1. Introduction

While the mandate around facilitating access to housing and services is largely vested in the State, and functions appropriated across the three spheres of Government, the participation in the development arena – and specifically residential/housing development – is, however, open to a wider array of able and willing parties in accordance with their defined goals and objectives. In this regard commercial, communal and philanthropic motives of parties outside the State must be acknowledged in relation to the housing and human settlements delivery value-chain.

South Africa’s Human Settlements Master Spatial Plan is a plan for coordinating tangible public and private investment that are sustained over time, and carefully adapted to the needs and opportunities of specific places.

The purpose of the plan is to identify areas for investments for human settlements development by multiple public and non-public role-players. The interventions outlined in this MSP are focused around the role of the State but accommodates and reflects other key role players.

This plan is underpinned by twin levers of spatial targeting and intergovernmental coordination and contracting.

It is now more essential that Municipalities, Provinces and National Governments cooperate and collaborate with each other in the development of housing and human settlements. It is time that we [...] get into inter-governmental contracting to plan, fund, implement and maintain human settlements

(Minister of Human Settlements: 18 May 2017)
Part A: Strategic Framework

2. Purpose

The NHSMSP aims to achieve two specific and interrelated goals:

a) To identify areas for human settlements investments for multiple public and non-public role-players;

b) To direct the necessary and available State resources to existing human settlements and to plan ahead for the provision of new human settlements.

The objectives to realize these goals are to:

a) Align mandates of all spheres and sectors which have a strong spatial dimension for human settlements development

b) Promote maximum intergovernmental and multi-sectoral collaboration

c) Assemble the capacity and development arrangements to ensure planning, project preparation and project management

The intended outcomes therefore are:

a) Harmonisation of government mandates and roles to improve coordination

b) Integration of plans and adjustments to priorities

c) Alignment of resources and opportunities along the delivery value chain

d) Accountability mechanisms and good governance

e) A driven government workforce

Ultimately the impact must be transformation of undesirable settlement patterns emanating from past practices and creation of new human settlements (spatial transformation)
3. Principles

3.1. Spatial Developments Principles

The National Development Plan (Chapter 8 “Transforming Human Settlement & National Space Economy”) put forward that a single vision for spatial development in South Africa should be guided by the spatial principles listed below. These principles are encapsulated in the Integrated Urban Development Framework (IUDF) and the Spatial Planning and Land Use Management Act 2013 (SPLUMA), and will also guide the Human Settlements Master Spatial Plan.

| Spatial Redress | Justice | Past spatial and other development imbalances must be redressed through integrated development inclusive growth, access to resources (land, socio-economic and basic infrastructure) to ensure that the needs of the poor are addressed first rather than last. Inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation.
| Spatial Sustainability | Sustainable patterns of consumption and production should be supported, and ways of living promoted that do not damage the natural environment. Spatial development should be within the fiscal, institutional and administrative means of the Republic. Promote and stimulate the effective and equitable functioning of land markets.
| Spatial Resilience | Vulnerability to environmental degradation, resource scarcity and climatic shocks must be reduced. Ecological systems should be protected and replenished. Ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.
| Spatial Compact | Efficiency | Optimising the use of existing resources and infrastructure. Efficient commuting patterns, productive activity and jobs should be supported. Decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts.
| Spatial Quality | Livable | Viable Settlements | The aesthetic and functional features of housing and the built environment need to be improved to create liveable, vibrant and valued places that allow for access and inclusion of people with disabilities.
| Spatial Differentiation | Recognition of the extreme differentiation within (rural) South Africa.
### 3.2. Spatial Governance Principles

<table>
<thead>
<tr>
<th>Manage and strengthen coordination.</th>
<th>Organise and link plans across spheres and sectors and package resources appropriately. Together, these components will form a coherent government response.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority and accountability is distinct and confirmed.</td>
<td>Decisions must be taken timeously, readjustments of plans and resources can happen immediately and people/institutions will be held accountable. The system of chain of command will be balanced with accountability and policy and priorities are synchronised in order to achieve impact.</td>
</tr>
<tr>
<td>Funding is consistent and aligned with spatial priorities</td>
<td>Conditional grants must be used as strategic leverage for further investments. Funds must always follow good plans that are directed towards desired outcomes which are measurable and achievable. The time horizon for committing funds to projects should stretch over at least 2 MTEF cycle’s period to allow for proper preparation, capacity building and realistic durations for implementation actions.</td>
</tr>
<tr>
<td>Multi-sector collaboration and action is synchronized.</td>
<td>Integration and cohesion. Government mandates and roles converge, plans are integrated and resources packaged.</td>
</tr>
<tr>
<td>Communication, negotiation, mediation and adjudication.</td>
<td>A fundamental component is to foster enhanced intergovernmental relations among the spheres of government and across sector departments. For this to be realised, there must be wise and responsible communication. Good governance is about successfully negotiating where and how development happens.</td>
</tr>
<tr>
<td>Professionalism and skills are secured and harnessed towards quality and accelerated delivery.</td>
<td>Apart from its good policies, systems and processes, government is made up of an unswerving workforce that must be committed to active involvement in the delivery of sustainable human settlements. Teamwork, passion and a relentless focus on service is the core of how government’s work is delivered.</td>
</tr>
<tr>
<td>Public Participation, Transparency and Innovation.</td>
<td>Sustainable Human Settlements requires a broad coalition of forces within and outside of Government in order to produce innovative and cost effective solutions. Government must mobilise skill, capacity and advise of the broader public including communities affected by projects, the built environment professionals, private sector and NGOs.</td>
</tr>
</tbody>
</table>
4. Spatial Targeting

The NHSMSP is high-level account of government’s perspective on the needs and opportunities across the country. It recognises conditional grants, programmatic interventions and spatial targeting to incentivise key stakeholders to pay attention to the spatial implications of their activities. It therefore pursues areas of need, areas of investment potential, areas of priority interventions and areas of growth as contributing to spatially restructuring South Africa.

The NHSMSP is explicitly focused on implementation, articulating the "who", "how", "when" and "how much" as well as the "what" in government goes into human settlements delivery within the MTEF planning and budget cycle.

It is now more essential that Municipalities, Provincial and National Government departments cooperate and collaborate with each other in the development of housing and human settlements. It is time that we shift gear and get into serious inter-governmental contracting to plan, fund, implement and maintain.
PART B: CONTEXTUAL CONSIDERATIONS

5. NHSMSP Legislative and Policy Context

5.1. NATIONAL DEVELOPMENT PLAN (NDP, 2012)

The NHSMSP aims to achieve the NDP spatial vision of reshaping human settlements by 2050 by:

- Addressing inequalities in the land market that makes it difficult for the poor to access the benefits of life in towns and cities.
- Adopting stronger measures to reconfigure towns and cities towards more efficient and equitable urban forms.
- Developing housing and land policies that accommodate diverse household types and circumstances.
- Ensuring that municipalities put economic development and jobs at the heart of what they do and how they function.

By 2030, most South Africans will have affordable access to services and quality environments. New developments will break away from old patterns and significant progress will be made in retrofitting existing settlements. In rural areas, targeted investment and institutional reform will drive a revival of rural South Africa towards 2050.

5.2. INTEGRATED URBAN DEVELOPMENT FRAMEWORK (2016)

The NHSMSP unlocks the lever 3 of the IUDF: Targeted investments into integrated human settlements.

This focuses on cities and its intention is to retrofit existing city footprints to produce compact, coordinated and connected cities, using transit-oriented and other urban planning strategies to yield desirable social, economic and environmental outcomes, as envisioned in the NDP. The IUDF proposes that this should be done in a way that strengthens rural-urban linkages and promotes urban resilience and urban safety. Sectors, spheres of government and civil society are called upon to use the IUDF as a guide to achieve a unified and innovative response to the building of inclusive, resilient, safe and liveable urban settlements.

5.3. BREAKING NEW GROUND (BNG, 2004)

Government’s contract with the people and partner organizations for the achievement of a non-racial, integrated society through the development of sustainable human settlements. “Sustainable human settlements” refer to:
“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

At the heart of this initiative is the move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient cities, towns and regions. To fully appreciate the interrelated nature of sustainable human settlements is to understand the housing delivery value chain. This consists of social, financial, institutional and physical elements which depict a full housing development process, with each of the elements impacting on all the others during the developmental process. The logical flow starts with the social element, which represents the definition of the needs and requirements for any human settlement development (add the diag – housing delivery value chain)

5.4. HOUSING ACT 1997

Provides the Human Settlement Department with a mandate to facilitate for a sustainable housing development process and set general principles for housing development applicable to housing development in all spheres of government. In terms of the Act, National, provincial and local spheres of government must promote (iii) the establishment, development and maintenance of socially and economically viable communities and of safe and healthy living conditions to ensure the elimination and prevention of slums and slum conditions; (iv) the process of racial, social, economic and physical integration in urban and rural areas; (v) the effective functioning of the housing market while levelling the playing fields and taking steps to achieve equitable access for all to that market.

5.5. Housing Development Agency Act (Act 8 of 2008)

The purpose of this Act is to provide for the fast-tracking of land acquisition and housing development services for the purpose of creating sustainable human settlements. The objects of the Agency are to (a) identify, acquire, hold, develop and release state, communal and privately owned land for residential and community purposes and for the creation of sustainable human settlements; (b) project manage housing development services for the purposes of the creation of sustainable human settlements; (c) ensure and monitor that there is centrally coordinated planning and budgeting of all infrastructure required for housing development; and (d) monitor the provision of all infrastructure required for housing development. In performing its functions the Agency may (a) declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks.

5.6. Social Housing Act

To establish and promote a sustainable social housing environment through the undertaking of approved projects by other delivery agents in National Department designate restructuring zones
submitted by provinces and identified by municipalities and specifically provided for in a municipality's integrated development plan

5.7. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (16 OF 2013) (SPLUMA)

The Act is set to aid effective and efficient planning and land use management. In the context of the spatial transformation agenda, SPLUMA has been proposed as a possible tool to effect spatial transformation. The spatial transformation objective must meet the need for inclusivity, mobility and access, economic development that drives local and national growth prospects and transforms space in a manner that is socially and environmentally sustainable.

6. SITUATIONAL ANALYSIS

6.1. NATIONAL SPATIAL ORDER

While each hierarchy has its own peculiarities, various settlements that exist in each level of the hierarchy are also characterized with their own individualities that must be taking into consideration in any decision regarding planning, design and development (Department of Human Settlements Research, 2015).

South Africa is characterized by a spatial hierarchy consisting of:
Continued..

6.2. SETTLEMENT PATTERNS

South African settlement patterns can be categorised using multiple perspectives such as topography, transport system, geological location, size, housing typologies, land uses, economic factors, management structures and government policies. Coupled with these, settlements can also be differentiated as follows:

<table>
<thead>
<tr>
<th>Planned</th>
<th>Unplanned</th>
<th>Rural</th>
<th>Urban Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Established within a legal regulatory and land-tenure framework, and are characterised by the planned provision of services and infrastructure.</td>
<td></td>
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</tr>
<tr>
<td>• Unplanned settlements grew organically as people settled on vacant land and consist of a range of freestanding housing typologies structures, normally without services. Unplanned settlements can be found in both urban and rural settings.</td>
<td></td>
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<tr>
<td>• In rural areas settlement patterns are influenced by transport, services offered by the residents and resources such as fishing, agriculture, mining, etc. The rural settlements patterns can be categorized as clustered or circular or linear or dispersed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In urban areas settlement patterns are influenced by the cost, use, and location of land. Urban settlements patterns in South Africa have also been influenced by apartheid spatial form, migration patterns, poverty, and urban strategies. Poor households often occupy vacant private or state owned land without approved settlement layout plan resulting in establishment of informal settlements. Alternatively, these households find accommodation in backyards shacks, derelict inner city buildings or similar sub-standard accommodation.</td>
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</table>

6.3. SPATIAL TARGETING PROGRAMMES

Since 1994, government has supported a range of spatial targeting initiatives, such as presidential strategic integrated projects (SIPs), provincial and local spatial development frameworks (SDFs), economic targeting as in the special economic zones (SEZs), social rental housing, the urban renewal programme (URP), rural sustainability (the Integrated Sustainable Rural Development Programme) and transit-oriented development (TOD).

This NHSMSP highlights among others some national programmes and incentive initiatives that have influenced/directed the prioritization of plans and funds for housing programmes and human settlements development.
### National Programmes

<table>
<thead>
<tr>
<th>National Programmes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rapidly Growing Areas (RGA)/Secondary Cities</strong></td>
<td>They are catalysts for surrounding areas, acting as markets for agricultural produce, as administrative and service centres, and as links to the primate cities. The areas are also seen as the principal drivers of global economic growth, with the fastest population and economic growth.</td>
</tr>
<tr>
<td><strong>Revitalisation of Distressed Mining Communities</strong></td>
<td>This is a Special Presidential Package (SPP) which was established to focus on the revitalisation of distressed mining communities and its associated labour-sending areas.</td>
</tr>
<tr>
<td><strong>Strategic Integrated Projects (SIPs)</strong></td>
<td>These are areas that were strategically identified for the development of economic and social infrastructure, which includes mining areas, logistical corridors, municipalities, water projects, educational infrastructure, communication technology, etc.</td>
</tr>
<tr>
<td><strong>Comprehensive Rural Development Programme (CRDP)</strong></td>
<td>The aim of the programme is to achieve social cohesion and development of rural areas which aims to ensure improved access to basic services, enterprise development and village industrialisation by implementing broad based-agrarian transformation and strategic investment in economic and social infrastructure. It is built on the premise that rural areas in the country have the potential to be developed in a way that generates jobs and economic opportunities, thus providing an alternative to the urban centres, and contributing to the reduction in rural-urban migration.</td>
</tr>
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</table>

### Incentive Initiatives

<table>
<thead>
<tr>
<th>Incentive Initiatives</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special Economic Zones (SEZ)</strong></td>
<td>Are geographically designated areas of a country set aside for specifically targeted economic activities, supported through special arrangements (that may include laws) and systems that are often different from those that apply in the rest of the country. Special Economic Zones may be sector-specific or multi-product and the following categories of SEZs have been defined as per the SEZ Act No. 16 of 2014:</td>
</tr>
<tr>
<td><strong>Industrial Development Zone (IDZ)</strong></td>
<td>A purpose built industrial estate that leverages domestic and foreign fixed direct investment in value-added and export-oriented manufacturing industries/services.</td>
</tr>
<tr>
<td><strong>Sector Development Zone (SDZ)</strong></td>
<td>Focused on the development of a specific sector or industry through the facilitation of general or specific industrial infrastructure, incentives, technical and business services primarily for the export market.</td>
</tr>
<tr>
<td><strong>Free Trade Zone (FTZ)</strong></td>
<td>Is a duty free area offering storage and distribution facilities for value-adding activities within SEZ for subsequent export.</td>
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<tr>
<td>Housing programmes</td>
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<tr>
<td><strong>Social Housing Programme (SHP)</strong></td>
<td>The programme provides affordable rental for those in the income brackets of between R1500 – R7500 per month. These projects occur in cities that promote restructuring and are facilitated and managed by accredited social housing institutions.</td>
</tr>
<tr>
<td><strong>Restructuring Zones</strong></td>
<td>Restructuring zones are geographic areas which are identified by the local authorities in line with their Integrated Development Plan and it is supported by the Province for targeted focused investment. These geographic areas accommodate medium density, multi-unit complexes that require institutional management, especially from Social Housing Institutions (SHI). These zones bring in lower income people from areas which may have otherwise been excluded, into areas characterized by major economic opportunities; while on the other hand promoting integration of race and income groups as well as spatial economic opportunities and job creation.</td>
</tr>
<tr>
<td><strong>Integrated Residential Development Programme (IRDP)</strong></td>
<td>Aims to facilitate the development of integrated human settlements in well-located areas that provide convenient access to amenities and places of employment. IRDP also provides for acquisition of land, servicing of stands for a variety of land uses, e.g. commercial, recreational, schools, clinics and residential stands for all income groups.</td>
</tr>
<tr>
<td><strong>Upgrading of Informal Settlements</strong></td>
<td>Aimed at in situ upgrading of informal settlements. In circumstances where the terrain is not suitable for human settlement residents may be relocated and settled elsewhere. Programme only finance the creation of serviced stands.</td>
</tr>
<tr>
<td><strong>Provision of Social and Economic Facilities</strong></td>
<td>The Programme deals with the development of primary public, social and economic facilities within existing and new housing areas and informal settlement upgrading projects, in cases where municipalities are unable to provide such facilities.</td>
</tr>
<tr>
<td><strong>Rural Subsidy: Communal Land Rights</strong></td>
<td>The Programme deals with the rules for housing subsidies for housing development on communal land registered in the name of the state or which will be held by community members subject to the rules or custom of that community.</td>
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6.4. Public Sector Investments

A plethora of government infrastructure grants exists resulting in a complex patchwork of direct conditional and indirect grants for capital and infrastructure development.
Figure X (below) illustrates that in the 2014/15 financial year, about R140 billion worth of infrastructure grants were transferred to different spheres of government to provide for various basic (for example housing, water, sanitation, electricity and transport) and social (such as schools, health facilities and community libraries) infrastructure; including the Special Integrated Projects (SIPs). By the end of the 2014-2019 MTSF period, the infrastructure grant transfers are expected to increase to about R240 billion. Most of the grants are either sector department based or projects based. Some transfers flow directly to municipalities, while others flow via provinces. Some grants flow exclusively to a prioritised list of municipalities.
The planning and implementation of programmes and projects funded through these grants is dominated by sector-based and parallel planning and budgeting with limited joint planning. The expectation is that the Plans and the grants should be aligned and rooted in the municipal IDPs. However, it has been clearly established through observation, monitoring and evaluation systems as well as periodic performance reviews with provinces, Metropolitan municipalities and other key infrastructure departments that poor co-ordination and alignment of plans and budgets persist with costly consequences for the State and ultimately the households. The Human Settlements Master Spatial Plan closes this gap by promoting alignment and coordination of resources to dedicate funding in identified spatially targeted areas, thus ensuring compact, connected and integrated settlements.
PART C: Human Settlements Master Spatial Plan: Spatial Governance

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>• Needs based areas (deprivation)</td>
<td>• Institutional Arrangements</td>
<td>• MTSF Cycle for the NHSMSP Review/Update)</td>
</tr>
<tr>
<td>• Areas with Investment Potential</td>
<td>• Process for contracting arrangement (IP)</td>
<td>• Performance and Growth Indicators</td>
</tr>
<tr>
<td>• Current Areas of Programmatic Interventions (Targeted Priority Areas)</td>
<td>• Coordinated HS Funding and Disbursement of Funding</td>
<td></td>
</tr>
<tr>
<td>• Areas of Growth</td>
<td>• Applicable Planning tools</td>
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</tbody>
</table>
7. Spatially Targeted Areas in Provinces and Municipalities

Annexure A.. to be concluded. Includes:

- Spatial Trends Analysis
- Spatially Targeted Areas (housing perspective)
  - **Areas of Investment Potential**
    - number of H/H in informal settlements & back yard shack – traditional dwellings;
    - restructuring zones;
    - growth in employment;
    - population growth;
    - in-migration;
    - total Gross Value Add and growth in GVA;
  - **Areas of Growth**
    - growth in employment;
    - population growth;
    - in-migration;
    - total Gross Value Add and growth in GVA);
  - **Areas of Deficiency**
    - lack of access to basic services;
    - number of people with no formal education;
    - number of unemployed people;
    - number of Households with an income of less than R3500 pm
  - **Current Areas of Programmatic Interventions**
    - Comprehensive Rural Development Programmes,
    - Special Economic Zones,
    - Strategic Infrastructure Projects (SIPs)
    - Revitalisation of distressed communities in mining towns
    - Social Housing Restructuring Zones
- Spatially Targeted Areas (other sector perspectives)
8. Inter-governmental and Multi-Sector Planning and Budget Forum (i.e. Platform)

8.1. Human Settlements and Built Environment Intergovernmental Coordination Forum

Purpose

a. To ensure a convergence of government mandates and roles, where responsibility is shared in delivering human settlements. This means maximum interdepartmental cooperation between national departments; provincial departments and local government.

b. To facilitate the alignment between existing plans amongst the spheres of government;

c. To ensure adherence to the planning and budget governance compliance through financial disclosures and gazetting of multi-year allocations

d. To enable joint planning and prioritization through the Master Spatial Plan.

e. To promote well-designed and appropriately located affordable housing, and integrated sustainable urban communities, including integrated cross-sectorial planning in alignment with Long-Term Municipal Plans;

f. To take active steps to ensure that human settlement formation does not perpetuate apartheid spatial planning and the marginalisation of the poor from economic opportunities, social and cultural amenities; and

g. To determine capacity and technical support needs to realize effective planning and budget alignment for integration and spatial transformation.

h. To ensure integrated human settlements development –

ROLES AND RESPONSIBILITIES OF THE IGR PLANNING & BUDGET FORUM

a. The National Human Settlements Master Spatial Plan will form the basis for deliberations around where State resources should be invested and aligned for settlement development. The synergies between the Urban Network Strategy will be absorbed.

b. To implement and monitor the progress of the transformation of space in the Human settlements sector.

c. To report on the progress and matters arising.
d. To provide technical advice and information to the sectors and departments on strategic options and related matters of the transformation of human settlements space especially in cities.

e. To promote active collaboration among sector departments and municipalities.

f. To monitor the actual delivery of human settlements through dedicated national interventions, improved planning and integrated delivery models.

g. To promote accountability and effective decision making on the transformation of human settlements spaces and appropriate allocation of Grants linked to the Master Spatial Plan.

h. To assess spatial targeting in human settlements and share project plans.

8.2. Inter-governmental contracting

An implementation protocol for settlement/project level plans are as per the IGR Act section 35.3. In this respect the spheres of government and relevant sector departments must agree and contract (i.e. record such agreements) on planning and funding spatially targeted area/s. The Implementation Protocol contains the roles and responsibilities of each sphere and sectors in respect of planning, funding and implementation. Implementation protocol is provided for in terms of section 35.3 of the IGR Act:

a. Identify any challenges facing the implementation of the policy, the exercise of the statutory power, the performance of the statutory function or the provision of the service and state how these challenges are to be addressed;

b. Describe the roles and responsibilities of each organ of state in implementing policy, exercising the statutory power, performing the statutory function or providing the service;

c. Give an outline of the priorities, aims and desired outcomes;

d. Determine indicators to measure the effective implementation of the protocol;

e. Provide for oversight mechanisms and procedures for monitoring the effective implementation of the protocol;

f. Determine the required and available resources to implement the protocol and the resources to be contributed by each organ of state with respect to the roles and responsibilities allocated to it;

g. Provide for dispute-settlement procedures and mechanisms should disputes arise in the implementation of the protocol;
h. Determine the duration of the protocol; and
i. Include any other matters on which the parties may agree.

8.3. COORDINATED FUNDING FOR HUMAN SETTLEMENTS

Objective: To promote alignment and coordination of resources to dedicate funding in identified spatially targeted areas, thus ensuring compact, connected and integrated settlements. Human Settlements “funding” includes all relevant conditional and supplementary grants and equitable share.

Disbursement and flow of funding

• Municipalities: In line with the decentralized implementation principle the desired implementing agent ought to be municipalities and as far as possible grants should flow directly to at least the larger municipalities. Predictability in grant flows can ensure that the relevant receiving institution gears up the necessary capacity that is guided by clear outline of roles, responsibilities and performance measures. Irrespective of whether municipalities are implementing agents or not, they have the crucial role in managing human settlements be it from a town planning perspective, community participation and representation, and infrastructure life cycle management including operations and maintenance and service delivery perspective.

• Provinces: Provinces ought to be the implementing agent in cases where municipalities do not have capacity or are not ready to play this role effectively. Again there must be a clear identification to create predictability in the system as to which areas provinces will be held responsible for.

• National: Where it is determined that certain provinces do not have the relevant capacity and/or there is a need for a dedicated and time bound programme which will ensure a prioritised and focused response to major pressure zones in the country then in these cases national government should manage funding at national level and serve as implementing agent.
8.4. Applicable Planning Tools

Translating the MSP vision into a spatial plan requires a clear methodology and logic, which will then be subject to policy and oversight. An overview of planning tools that will be used to implement programmes and projects in identified investment areas is presented below:

- Integrated Development Plan
- Built Environment Performance Plan (BEPP)
- Provincial Growth and Development Plans / Provincial Spatial Development Framework
- Sector Plans
- The Multi Year Housing Development Plan (MYHDP)
- Water Services Development Plan
- Integrated National Electricity Programme
- Integrated Transport Plan
- Integrated Waste Management Plan
- The National Spatial Development Framework.

8.5. MECHANISMS

Priority Housing Development Areas

The Housing Development Agency, 2008 [No. 23 of 2008]

Section 7 (3) states that the agency may:

a. **Declare priority housing development areas** for residential and community purposes in accordance with **integrated development plans and provincial spatial development frameworks**;

b. Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a);

c. Implement such measures as may be prescribed to **fast-track housing development** in the declared priority housing development areas.

Strategic Planning and Annual Performance Planning

In terms of the provisions the Public Finance Management Act (PFMA), 1999 and regulation issued by the National Treasury, all national and provincial departments, public entities must develop and maintain strategic multi-year plans comprising a five year strategic plan, a three year annual plan and annual operational plans.
Strategic Plans and Annual Performance Plans are applicable to national and provincial departments and public entities, including constitutional institutions in terms of the PFMA. The Strategic plan sets out policy priorities, programme and project plans and appropriate to an institution and indicate the likely sequencing of implementation in the medium term. Strategic Plan should amongst others take into consideration the MTSF, the provincial growth and development strategies and IDPs of municipalities.

On the other hand, an Annual Performance Plan sets out what the institutions intends doing in the upcoming financial year and during the MTEF to implement its Strategic Plan. Consequently, it should also take into account the planning frameworks applicable to the Strategic Plan.

Although there is emphasis on the linkages between programmes and project plans in the Strategic and Annual Performance Plan with various planning frameworks mentioned above, in practice there is often a disconnect amongst the plan. The Human Settlement Master Spatial Plan will help refocus these programmes and projects in identified spatial investment areas.

8.6. Monitoring and Evaluation
Part D: Implementation Plan

To be completed..