STRATEGIC **PLAN**
2020 - 2025

human settlements

Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA

HOUSES, SECURITY & COMFORT

NDP 2030

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STRATEGIC PLAN

2020 - 2025

Executive Authority Statement

The Department of Human Settlements has a mandate, which is integral in the effort of government to change the lives of South Africans for the better, and this includes transforming the apartheid spatial planning and patterns of social exclusion. During the previous, we stayed true to this mandate by continuing to build and augment the work done already, in creating sustainable human settlements and improving the quality of life for households.

By the end of 2014/19 Medium Term Strategic Framework (MTSF) we reached the milestone of providing over 4,5 million housing opportunities through our various housing programmes, which has benefited millions of South Africans.

It is also worth noting that we achieved this in times marked by stymied economic growth that led to budget reductions arising from a need to ensure that we are able to not only balance our budgets, but also ensure that we improve value for money. The Department share in budget reductions was in excess of R10 billion over the recent, whilst the demand for adequate shelter in functional settlements is continually increasing in the face of rapid urbanisation.

We criss-crossed the country ensuring the adequate services and shelter are provided to the elderly, the disabled and child-headed households. We experienced and shared in tears of joy as people took the first steps in the ownership of a home and a title deed.

Together with Members of Executive Council (MECs) from all our provinces, we were also confronted by the reality of the rising and legitimate expectations of our people for housing. We experienced disasters from flooding and fires that needed urgent attention and responsiveness on our part. We were confronted by evictions from rental housing programmes of people who, for one reason or another, had lost their source of income and were unable to pay the highly subsidized rentals and had no other place to go to. As a result, we introduced a dedicated grant to fund with emergency housing solutions at both Provincial and Local Government level called Provincial Emergency Housing Grant (PEHG) and Municipal Emergency Housing Grant (MEHG).

It became clear to us that more still needs to be done to turn the Department of Human Settlements (DHS), and government in general, into an agent of responsive and positive change to meet the needs of our people. This is a matter that the Department will have to improve on in the future financial years; spatial targeting will be achieved through the declaration of priority development areas wherein spatial transformation, investment of both public and private funding as well as accelerated delivery of multiple housing typologies and serviced sites will offer tenure options. Our focus is on the development of affordable rental housing in the priority development areas as well as Upgrading of informal settlements to offer mixed land uses and socio-economic amenities.

The NDHS needs to make sure that it is rooted within our communities, in terms of ensuring that our mandate is delivered, to empower communities, and journey with the Department as we seek to improve overall living conditions. A substantial amount of work has gone into developing mechanisms which best respond to the objective of developing human settlements which reverse apartheid spatial planning, and provide quality services.

The human settlements and housing development priority areas are an intervention that seeks to achieve the mandate of the Department. The identified spaces are well-located and offer optimal opportunity to integrate, consolidate and ultimately transform settlements through arrange of projects investment in infrastructure, housing and community development in all nine provinces in the coming years.

The future benefits and fruits of these projects will assist in transforming apartheid-styled zones of exclusion into integrated living spaces consisting of all social and economic amenities required by communities, including business centres and industrial zones. If properly implemented in partnership, in conjunction with our entities, provinces, municipalities and the private sector, hold the promise of a better future for our country's people.

The transformation of the property market remains a cornerstone in the building of sustainable settlements by ensuring that property ownership is extended to the majority of citizens and that barriers to active participation is trading, management and investment in property are eliminated. The implementation of the principles and prescripts preferential procurement to benefit designated groups, in particular women, youth and people living with disability must pursued with vigour.

This plan is an expression and statement of the focus and resolve of the Department in the term ahead and beyond, to achieve its mandate.

LN SISULU, MP
MINISTER OF NATIONAL DEPARTMENT OF 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), the Accounting Officer of a department must submit to Parliament measurable objectives for each of its division within the department. The treasury regulations on strategic planning, requires in each year, that the Accounting Officer of a state organ must prepare a strategic plan for the forth-coming Medium Term Expenditure Framework (MTEF) based on the Medium Term Strategic Framework (MTSF) period for approval by the relevant executive authority.

In terms of Chapter 8 of the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF) for 2019-24 continue to direct departmental priorities to ensure that there is meaningful progress in the implementation identified priority areas. This is the development of sustainable human settlements in priority development areas. This includes the identification, acquisition, planning, funding and developments which includes the delivery of mixed income residential areas with a mix of typology and tenure, upgrading of informal settlements and opportunities for the provision socio-economic infrastructure, by responsible sectors and spheres. If we achieve this, we will begin a meaningful and sustained contribution to the transformation of the space economy in South Africa. We must reverse the current stubborn disintegrated, racially divided and unjust spatial form into equitable, efficient and functional living spaces.

The MTSF adopted for the 2019 – 2024 term of office, is incorporated into this strategic and annual performance plan. During this term of office, systems and structures to coordinate implementation, assess progress and address obstacles and blockages. The systems and structures include both administrative and political intergovernmental fora. The important shift in the current term of office is that there is a direct line of accountability by Executive Authorities to Cabinet and the President. Thus an Accounting Officer must ensure that the implementation paradigm must include a clear statement of goals, outcomes and targets for each priority in the MTSF. A strategic and annual performance plan must be supported by a delivery plan.

Planning, funding and implementation in a priority development area must underpin all priorities of the Department and its partners. Each priority development area is also required to be located within a municipal district. The Cabinet has adopted the principle of "One Plan, One Budget" within each of the forty-four (44) districts and eight (8) metropolitan municipalities. Commencing in the 2020/21 financial year, the department will actively pursue the objective of aligning the programme and projects priorities to all sectors and spheres. The achievement of the objective of "One Budget, One Plan" is a journey, which begins with a focus in three pilot areas and thereafter an additional twenty-three districts.

Given that a primary mandate of the department is policy and legislative, substantive focus and energy will be placed in the processing of the Housing Consumer Protection Measures Bill and the Human Settlements Development Bank Bill.

The fact that the department budget will suffer projected reductions of approximately R14 billion, will require that it maximizes the leverage it extracts from funds allocated to the department from the fiscus. This will allow the department to damper the effects of the funding reductions on its delivery objectives. The Human Settlements Development Bank will be required to deliver on funding mechanisms, innovation and systems for the department, provinces, municipalities, delivery partners, communities and individuals, to meet its objectives.

The operationalization of the Human Settlements Development Bank (HSDB), has been completed, with the institutional consolidation of the Rural Housing Loan Fund (RHLF), National Urban Reconstruction and Housing Agency (NURHA) and the National Housing Finance Corporation (NHFC). The promulgation of legislation for the Bank must now be expedited.

The Housing Consumer Protection Measures Bill, will support the ability of citizens to take individual household initiative to construct and build homes. This maybe, either through self-build or contracting-in the services of contractors. The quality and integrity of construction in the sector is key to citizens "taking things into their own hands."

The strategic and annual performance plan is therefore presented for approval and tabling by the Minister as Executive Authority.

NEVILLE CHAINEE
ACTING DIRECTOR-GENERAL OF DEPARTMENT OF HUMAN SETTLEMENTS

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OFFICIAL SIGN-OFF
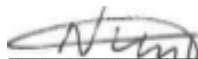
It is hereby certified that this Strategic Plan:

• Was developed by the management of the Department of Human Settlements under the guidance of **Lindiwe Nonceba Sisulu, 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 2020 to 2025.

Sindisiwe Ngxongo:
Head Official Responsible for Planning

Lucy Masilo:
Acting Chief Financial Officer

Nyameko Mbengo:
Acting Programme Manager: Corporate Service

Ahmed Vawda: Programme Manager:
Human Settlement Delivery Frameworks

William Jiyana: Acting Programme Manager: Human Settlements Strategy and Planning

Joseph Leshabane: Programme Manager: Programme and Project Management Unit

Neville Chainee:
Acting Director General

Approved by

LN SISULU, MP:
Executive Authority

LIST OF ABBREVIATIONS

ABT:	Alternative Building Technology
BAS:	Basic Accounting System
BNG:	Breaking New Ground
CCG:	Consolidated Capital Grant
CFO:	Chief Financial Officer
COO:	Chief Operating Officer
CCT:	City of Cape Town
CRU:	Community Residential Unit
CSOS:	Community Schemes Ombud Service
DDG:	Deputy Director-General
DFI:	Development Finance Institution
DHS:	Department of Human Settlements
DORA:	Division of Revenue Act
DPME:	Department of Planning, Monitoring and Evaluation
DPSA:	Department of Public Service and Administration
EAAB:	Estate Agency Affairs Board
EAH:	Extended Affordable Housing
EC	Eastern Cape

EEDBS:	Enhanced Extended Discount Benefit Scheme
EMM:	Ekurhuleni Metropolitan Municipality
FLISP:	Finance Linked Individual Subsidy Programme
GDP:	Gross Domestic Product
GEHS:	Government Employees Housing Scheme
HDA:	Housing Development Agency
HOD:	Head of Department
HSDB:	Human Settlements Development Bank
HSDG:	Human Settlements Development Grant
HSS:	Housing Subsidy Systems
ICT:	Information and Communications Technology
IGR:	Inter-Governmental Relations
IRDP:	Integrated Residential Development Programme
IT:	Information Technology
KZN:	KwaZulu-Natal
LP:	Limpopo
M&E:	Monitoring and Evaluation
MEC:	Member of Executive Council

MP:	Mpumalanga		**RHLF:**	Rural Housing Loan Fund (RHLF)
MTSF:	Medium Term Strategic Framework		**RSA:**	Republic of South Africa
NDP:	National Development Plan		**SA:**	South Africa
NDoHS:	National Department of Human Settlements		**SANS:**	South African National Standards
NGO:	Non-Governmental Organisation		**SHI:**	Social Housing Institutions
NHFC:	National Housing Finance Corporation		**SHRA:**	Social Housing Regulatory Authority
NHBRC:	National Home Builders Registration Council		**SOP:**	Standard Operating Procedure
NURCHA:	National Urban Reconstruction and Housing Agency		**SPLUMA:**	Spatial Planning and Land Use Management Act
NW:	North West		**Stats SA:**	Statistics South Africa
PDA:	Priority Development Area		**TRG:**	Title Restoration Grant
PESTEL:	Political, Economic, Social, Technological, Environmental and Legal		**TID:**	Technical Indicator Description
PFMA:	Public Finance Management Act		**UISP:**	Upgrading of Informal Settlements Programme
PIE:	Prevention of Illegal Eviction and Unlawful Occupation of Land Act		**UISG:**	Upgrading of Informal Settlements Grant
PLM:	Project Level Monitoring		**USDG:**	Urban Settlements Development Grant
PPMU:	Programme and Project Management Unit		**ZACC:**	South African Constitutional Court
PPRA:	Property Practitioners Regulatory Authority			

CONTENTS

PART - A

OUR MANDATE

PART A:
OUR MANDATE

1. Constitutional Mandate

The mandate of the Department emanates from Section 26 of the Constitution of the Republic of South Africa, which provides that everyone has the right to have access to adequate housing. It is also incumbent that the state must "take reasonable legislative" and other measures, within its available resources, to achieve the progressive realisation of this right and no one may be evicted from their home, or have their home demolished, without an order of court

The mandate of the National Department is further embedded in Section 3 of the Housing Act of 1997 as amended which provides for the National government acting through Minister to determine national Policy. Such policy should, include norms and standards in respect of housing Development. The National sphere of government should amongst other functions set broad national housing delivery goals and facilitate the setting of provincial and where appropriate, local government housing delivery goals.

The General Proclamation Notice No. 1570 of 2009, signed by the President of the Republic of South Africa then created the Department of Human Settlements as a successor to Department of Housing. This notice together with the Comprehensive Plan for the Creation of sustainable human settlements adopted by Cabinet in 2004 presented a shift in mandate from providing housing to providing sustainable and integrated human settlements. In Chapter Eight of the National Development Plan, 2011 it is further directed measures are taken to ensure the transformation human settlements to eliminate the apartheid spatial geography to create settlements where people can work, pray, play and have access to social and economic amenities.

The Department mandate is derived from Chapter 2, the Bill of Rights, Chapters 3 and 6 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). In terms of Section 26 of the Bill of Rights:

• Everyone has the right to have access to adequate housing.
• The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of this right.
• No one may be evicted from their home, or have their home demolished, without an order of court being made after consideration of all the relevant circumstances. No legislation may permit arbitrary eviction.

The following sections of the Constitution provide the legislative framework for the institutional arrangements used in the development of sustainable human settlements:

• Part A of Schedule 4, Chapter 14 lists housing, urban and rural development and regional planning and development as functional areas of concurrent national and provincial legislative competence.

2. Legislative and Policy Mandates

The mandate of the Department emanates from Section 26 of the RSA Constitution, which provides that everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right and no one may be evicted from their home, or have their home demolished, without an order of court

The Mandate of the National Department is also embedded in Section 3 of the Housing Act of 1997, as amended, which provides that the National Government, acting through the Minister, should determine national policy. Such policy should include norms and standards in respect of housing development. The national government should (amongst other functions) set broad national housing delivery goals and facilitate the setting of provincial, and where appropriate, local government housing delivery goals.

General Proclamation Notice No. 1570 of 2009, signed off by the President of the RSA created the DHS as a successor to Department of Housing. This Notice, together with the Comprehensive Plan for the Creation of Sustainable Human Settlements, adopted by Cabinet in 2004, presented a shift in mandate, from providing housing to providing sustainable and integrated human settlements. Chapter eight of the NDP, 2011 further controlled housing services, with the requirement to work towards transforming human settlements to eliminate the apartheid spatial geography and create settlements where people can work, pray, play and have access to social and economic amenities.

The Department's mandate is derived from Chapter 2 of the Bill of Rights, and Chapters 3 and 6 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). In terms of Section 26 of the Bill of Rights:

- Everyone has the right to have access to adequate housing.
- The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of this right.
- No one may be evicted from their home, or have their home demolished, without an order of court being made after consideration of all the relevant circumstances. No legislation may permit arbitrary eviction.

The following sections of the Constitution provide the legislative framework for the institutional arrangements used in the development of sustainable human settlements:

- Part A of Schedule 4, Chapter 14 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, 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.

3. Institutional Policies and Strategies governing the Five-year Planning Period

The table hereunder provides a list of key Department policies and legislation that supports the implementation of the mandate of the Department of Human Settlements:

All of the macro policy and legislative instruments propose measures to address the various blockages which require attention to ensure the development of housing and human settlements aligned with the seven strategic thrust of the 1994 White Paper and Comprehensive Plan for the Creation of Sustainable Human Settlements of 2004 to, amongst others: stabilize the housing environment, mobilize housing credits and private savings, provide subsidy assistance to disadvantaged households to assist them to gain access to housing, support the people's housing process, rationalize institutional capacities in the housing sector, facilitate the speedy release and servicing of land, and to coordinate

and integrate public sector investment and intervention on a multi-functional basis. In the previous MTSF period the department revised policy programmes and also rationalized the programmes in the Housing Code informed by practical experiences arising from implementation, the new vision, and the goals set out in the NDP for 2030.

The programmes in the Housing Code have been rationalised to create improved efficiencies, accountability, rights and responsibilities of the different spheres of government, including the entities of the nationalDepartment. The rationalization will not just seek to carry out procedural changes in these policy instruments but will also address the key strategies to address the delivery of sustainable human settlements by identifying and evaluating what has been achieved, what worked and those strategies, policies and programmes to be phased out and address gaps which may exist and ensure alignment with the future vision of the Department.

The Department has embarked on a process of refining the White Paper on Human Settlements. The White Paper will outline the policy path for the development trajectory and assist, if required in the amendment of the Housing Act of 1997, as amended. This process will also feed into a review of the 2009 National Housing Code.

The planned policy initiatives include:

- Refinement of the upgrading of Informal Settlements Programme (UISP).
- Refinement of the Integrated Residential Development Programme.
- Drafting a Comprehensive Rental Policy.
- Crafting the Affordable Housing Policy.
- Crafting an Urban Land Reform Policy that supports housing and human settlements.
- The introduction of a revised programme of accreditation to address vertical and horizontal planning and improve budget planning and alignment across spheres of government.

The list of key policies and legislation that supports the implementation of the mandate of the Department of Human Settlements includes the following:

Policy or Legislation	Purpose
White Paper on Housing 1994	To provide a macro policy that creates an enabling environment for housing delivery
Restitution of Land Rights Act of 1994 as amended	To provide for the restitution of rights in land to persons or communities that dispossessed of their rights in land and establish a Commission on Restitution of Land Rights
Housing Act of 1997 (As amended)	To domesticate ,recognise the constitutional right to housing and further define the roles and responsibilities of National, Provincial and local government in relation to housing
Rental Housing Act of 1999	To regulate the relationship between landlords and tenants and provide for dispute resolution
Home Loan & Mortgage Disclosure Act of 2000	To promote fair lending practices, which require disclosure by financial institutions of information regarding home loans
Housing Code Version 2000	To provide prescripts to enable the delivery of housing

Policy or Legislation	Purpose
Comprehensive Plan for the creation of Sustainable Human Settlements ,2004	To outline a plan for the development of sustainable human settlements over 5 years
Social Housing Policy, 2005	To promote an enabling environment for social housing to flourish
Social Housing Act of 2008 and Social Housing Regulations, 2011	To provide for the establishment of the Social Regulatory Authority in order to regulate all social housing institutions The regulations are used for the accreditation of social housing institutions, clear qualification criteria, compliance monitoring, the investment criteria that will be applicable in the social housing sector
Housing Development Agency Act of 2008 Housing Development Agency Regulations, 2014	To provide for establishment of an Agency which will facilitate land and landed property These regulate processes for the declaration of a PHDA, steps in creating a priority housing development plan, funding considerations, the implementation of the protocol and the implementation of the housing development and cooperation between the different state departments
National Development Plan, 2012	The plan aims to provide a long term perspective and defines a desired destination and identifies the role of different sectors in eliminating poverty and reducing inequality by 2030.
Spatial Land Use Management Act of 2013	It provides a framework for spatial Planning and land use management with the Republic of South Africa
Rental amendment Act, 2014	It amends the Rental Act of 1999 and provides norms and standards related to rental housing and introduces various changes that impact on the relation between tenant and the land lord, requires all municipalities to have rental office, expand the powers of the Rental Tribunal, etc.
Youth Policy 2015 -2020	It provides a framework for the strengthening the capacity of key youth development institutions, consolidation and integration of the youth development into mainstream of government, etc.
White Paper on the rights of Persons with disabilities, 2016	It provides a framework for mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions, that remove barriers and application of the universal design integrates the obligations in the United Nations Covenant on Rights of Persons with Disabilities and other related matters
Integrated Urban Development Framework, 2016	It provides a framework to enable spatial transformation – by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns
Sustainable Development Goals	They provide a framework for a universal call to action to end poverty, protect the plan and to ensure that all people enjoy peace and prosperity by 2030. Through the call "Leave No One Behind", countries committed to fast-track progress for those furthest behind first

Policy or Legislation	Purpose
Sendai Framework	It provides a roadmap to make communities safer and more resilient to disasters. It provides Member States with concrete actions on how to protect development gains from the risk of disaster. It advocates for the substantial reduction of disaster risk and losses in lives, livelihoods and health, and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.
Agenda 2063	It is a strategic framework that provides a blueprint and masterplan for transforming the African continent into a global powerhouse that delivers on its goal of inclusive and sustainable development.
New Urban Agenda, 2016	It provides a shared vision for a better and more sustainable future – one in which all people have equal rights and access to benefits and opportunities that cities can offer, and in which the international community reconsiders the urban systems and physical form of urban spaces to achieve this.
Property Practitioners Act, 2019	It provides for the regulation of property practitioners, regulate the continuation of the Estate Agency Affairs Board in a new form of the Property Practitioners Regulatory Authority, and further provides for the transformation of the property practitioners sector through, inter alia, the establishment of the transformation fund and research centre on transformation. It provides for the regulation of property practitioners, regulate the continuation of the Estate Agency Affairs Board in a new form of the Property Practitioners Regulatory Authority, and further provides for the transformation of the property practitioners sector through, inter alia, the establishment of the transformation fund and research centre on transformation
Gender Responsive Planning Budget, Monitoring, Evaluation and Auditing (GRPBMEA) Framework	To assist South Africa to achieve its Constitutional vision of non-sexist society and gender equality, empowerment & gender equality and ensure allocation of adequate resources for WEG
Consumer Protection measures Act 1998	It provides for the protection of housing consumers, the continuance of the National Home Builders Registration Council as the National Home Building Regulatory Council, the registration of home builders and the registration/ enrolment of homes in order to be covered by the home warranty fund.
Sectional Titles Schemes Management Act of 2011	This legislation provides amongst others for the division of buildings into sections and common property, the acquisition of separate ownership in sections coupled with joint ownership in common property; the establishment of bodies corporate to control common property and for that purpose to apply rules; and establishment of a sectional titles regulation board, etc.
Community Schemes Ombudsman Service Act of 2011	This legislation provides for the establishment of the Community Schemes Ombud Service (CSOS) and articulates the mandate and functions of the CSOS and furthure provide a dispute resolution mechanism in community schemes; etc.

4. Relevant Court Rulings

A number of court rulings affect and impact on the operations of the human settlements sector. In instances they impact directly on the National department, in so far as they relate to the mandate of the Department. In so far as they impact on Provinces and Municipalities, the Department may exercise oversight support to ensure implement court decisions.

These cases are but not limited to the following;

- Thubelisha Homes, Minister of Housing and Minister of Local Government & Housing, Western Cape v Various Occupants.
- HLA 8/3/2/109 - 2014 CASE NO. 2011/19 The EMM had brought a joinder application in the Constitutional Court seeking to join the Department in the proceedings instituted by Bapsfontein Community
- The City of Cape Town and FirstRand Bank Limited: CCT 22/08 (eviction of 20, 000 residents of Joe Slovo informal settlement) Bio-Watch Trust v Registrar Genetic Resources & Others: CCT 80/08 (Promotion of access to information Act) Dingaan Hendrik Nyathi v MEC for the Department of Health, Gauteng, and Minister of Justice & Constitutional Development: CCT 19/07.
- City of Johannesburg Metropolitan Municipality v Blue Moonlight Properties 39 (Pty) Ltd and Another Case CCT 37/11 [2011] ZACC 33: Eviction of unlawful occupiers from a private property. The City was joined on grounds that the eviction, if granted, would render the unlawful occupiers homeless, and therefore the City was obliged to provide them with emergency housing. The city appealed to the Constitutional Court and the ConCourt then found that the City is obliged to provide temporary emergency accommodation to the Occupiers, and that the City housing policy was inconsistent with the its housing obligation.

- Ndlovu, Ngcobo, Bekker & another v Jika 2003 (1) SA 113 (SCA): In Ndlovu the tenant's lease had been terminated lawfully but he had refused to vacate the property. In the Bekker matter, a mortgage bond had been called up, the property sold in execution and transferred to the present appellants but the erstwhile owner had refused to vacate. In neither case had the applicants for eviction complied with the procedural requirements of the PIE Act and the only issue for the Court to decide was whether they had been obliged to do so.

- The court decided that a tenant and mortgagor are also protected by "PIE" and thus could not be evicted without going through the additional procedures for evictions as set out in PIE.

- The Government of the Republic of South Africa and Others v Irene Grootboom and Others: The High Court held that under section 28 (c) of the Constitution, affording special protection to children, the government is obliged to provide children and their parents with immediate shelter. The Court declared that the government had not met its Constitutional obligations and ordered the government, within its available resources, to devise, fund, implement and supervise measures to provide relief for all, including those without children, who are in desperate need.

OUR STRATEGIC FOCUS

PART B:
OUR STRATEGIC
FOCUS

1. Vision

A nation housed in sustainable human settlements with improved quality of household life.

2. Mission

To facilitate the creation of sustainable human settlements and improved quality of household life.

3. Values

- Accountability
- Fairness and Equity
- Choice, Quality and Affordability
- Sustainability
- Innovation
- Batho Pele Principles

4. Situational Analysis

This analysis is based on an assessment of both the internal and external factors and environment of the Department in line with the 2020-2025 Departmental Strategic Plan. It is important to consider both internal and external factors that have an impact on the Department towards meeting its strategic objectives which are currently framed as outcomes. As such, in the analysis of the relationship between strategic planning and business performance in the public sector, it is imperative for organisations to scan their environments due to high levels of possible challenges, uncertainties, and turbulence that affect the pace and quality of products that determine the achievement of constitutional mandates.

For the purposes of undertaking the situational analysis of the Department utilised, the SWOT (strength, weaknesses, opportunities, and threats) technique to assess the internal environment and the PESTEL (political, economic, social/-cultural, technological, ecological/environmental, and legal/legislative) technique to assess the external environmental of the Department.

5. External Environment Analysis

Externally and in the broader context (PESTEL analysis), the political, economic, social/-cultural, technological, ecological/environmental, and legal/legislative environments also have an impact on the extent to which the Department achieves its strategic objectives. The table below depicts some of the external factors that have a bearing on human settlements policy, funding and delivery plans and performances. This provides a highlight and a context in which the Department operates and is vital to be considered for the purposes of the situational analysis.

Political	Economic	Social	Technological	Environmental	Legal
• Debilitating political contestation • Negative impact of coalition governments in municipalities, on delivery	• Low economic growth • High levels of unemployment • Shrinking public sector budgets due to a constrained fiscus • The impact of the global economic meltdown • Loss of capacity within the sector due to the closure of private sector partners • Rising input costs (price of building materials) • Impact of business fora	• High citizen perceptions • Inability to manage the impact of undocumented foreign nationals in housing allocations • Lack of appropriate consumer education • Poor location of settlements in relation to access to economic opportunities, which puts a burden on citizens in terms of costs related to transport and other services	• Lack of application of alternative and innovative building technologies • Positive impact of the 4th Industrial Revolution on standards and quality	• Delays in the application of SPLUMA principles • Negative impact of climate change on location and availability of land • Impact of natural emergencies and disasters • Impact of topography and terrain on implementation • Rapid urbanization • Unlawful occupation of land	• Implications of Constitutional Court decisions • Lack of appropriate policy implications • Effect of international conventions and agreements on norms and standards, and therefore on costs • Delays as a result of litigation and court judgments

Political Analysis

The political environment has a direct impact and bearing on the work of the Department and the various spheres. At a provincial and municipal sphere, the expectations of communities have in certain instances resulted in developments being delayed due to protests and work stoppages in development sites.

The negative dynamism of political landscape in South Africa at times results in the housing and human settle- ments environment being conflictual and contested, and this is principally due to the fact that housing and human settlements services are core to the improvement of the quality of life of households and therefore occupies an elevated position in the electioneering process by competing political parties. Thus the political environment has to be carefully considered in the human settlements environment and this is particularly so in the planning and implementation of projects.

The Minister through the intergovernmental processes, on a continual basis attempts to reconcile and conciliate the negative political circumstances, to improve delivery performances. A matter which has received the attention of the Minister, is that of the construction mafia. This is a matter which is now receiving the attention of the Minister of Police.

Economic Analysis

The figures below show the gross domestic product (GDP), the growth rate and the unemployment rate in SA for the past five (5) years, and a forecast for the next five (5) years.
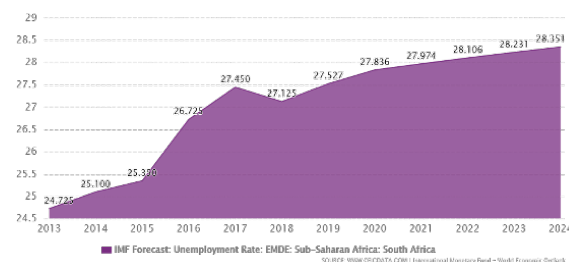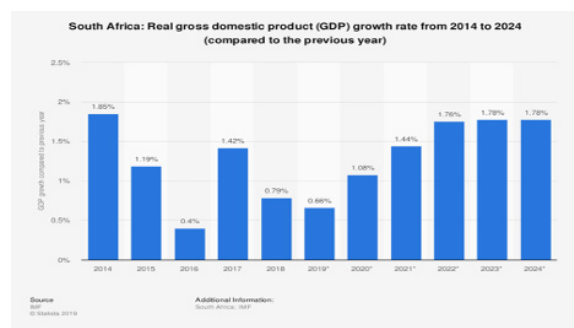
The economic landscape also has a substantial impact on the Department and its implementing agent, and delivery in the sector. The dwindling delivery figures over the past decade can also be attributed to the economic circumstances that the country finds itself in. The shrinking resources of the fiscus poses a challenge to achieve the sectoral targets. Economic growth has been slow over the last few years.

The National GDP figure has been revised downwards since 2018 due to fragile recovery in employment and weaker investment to 1.5% in 2019. GDP growth over medium term is expected to reach 2.1% in 2021 to support growth and to create jobs slowed. Economic growth has resulted in high rate of unemployment, increased indebtedness and weakening of the rand.

Economic Projection

Economic growth is an important indicator of the health of the economy. The biggest impact of long-term economic growth of a country is that it has either a negative or positive impact on the national income levels and the level of employment, which in turn increases the standard of living. Consequently, as the country's GDP increases, it leads to more people being employed which increase the wealth of the country and its population.

The proposed economic growth is expected to reach 1.5% in 2019, rising to 2.1% by 2021;

The following factors are expected to limit economic growth:

- The lack of bulk and infrastructure to allow for downstream community benefit. An inadequate transport infrastructure thus makes transportation cost more expensive, which also then impacts on household consumption expenditure;
- Possibilities of a country investment grading;
- High borrowing and interest costs;
- Constrained government finances

Socio-Cultural Analysis

Socio-cultural issues are also at play in human settlements and housing delivery because a house is a socio-cultural asset of a household, thus settling citizens within required parameters and has an impact on culture and the social make-up and human networks of a community/settlement. Another important social aspect that has a bearing on human settlements delivery towards achieving the targets is the issue of population growth. The figure below demonstrates population statistics in the past five years and forecasts population growth statistics.
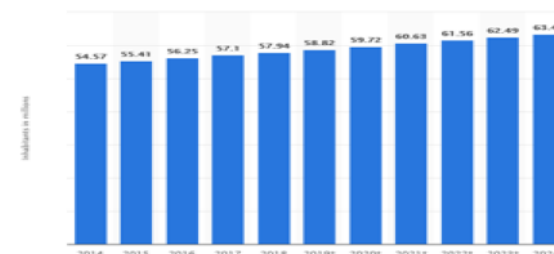
Technological Analysis

Technologically, the human settlements sector has to respond and adjust to the global dictates of the fourth industrial revolution. In a sector the human settlements sector thus cannot not afford to be oblivious of the technological advancements. Thus, alternative building technologies, among other innovative ways of delivery warrant augmented attention. The Department has provided opportunities for implementing agents, to apply and use alternative technology in the housing and human settlements process. The uptake and implementation of alternative technology must and will receive the attention of national policy.

Environmental Analysis

The totality of living environment (ecosystem) has a bearing on the delivery of human settlements, and this accounts for the environment to be carefully analysed against the possibility of achieving the human settlements targets. Housing and human settlements delivery focuses on spatial management, thus the living environment in the sense of the ecosystem. There are topographic, climatic, and spatial conditions that determine conductivity for housing and human settlements delivery.

Thus the Spatial Land Use Management Act (SPLUMA) (2013) and the NDP (2011) emphasise spatial principles. The informal settlements upgrading programme is one among other human settlements programme that seeks to address environmental issues in respect of human settlements.

Legal and Legislative Analysis

Legal and legislative environments are also key to human settlements. In South Africa, the Constitution provides the overall mandate for housing delivery. International conventions and agreements on housing and human settlements delivery are also adhered to for housing delivery in South Africa. Thus changes applied at the United Nations Habitat level signifies changes in the manner in which principles are applied in South Africa because the country is a global players and member state in various global commitments and trans regional agreements.

Stakeholder Analysis

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

STAKEHOLDER	NEEDS & EXPECTATIONS
Departments Entities	Extension of Department's mandate, funding, policy directive and capacity support
Provinces	Policy directive and funding capacity support
Other National Departments	Convergence of mandates Partnerships in delivery of programmes
Metropolitan Municipality	USDG funding to supplements capital budgets of the Metropolitan Municipalities
Banking and financial services sector	Market Guarantee of Subsidy commitments
NGO'S	Government to deliver its mandate
Private developers	Co-investment Partners in the development of integrated settlements
The Citizen	Suitable and Integrated Human Settlements Subsidised housing and affordable housing

The Department will, in the coming years, focus on implementing the following priorities:

- Direct investment into identified and designated priority human settlements and housing development areas which will bring alignment with the district development model.
- Delivery of more houses and serviced sites in proclaimed (formal townships)
- Delivery of affordable rental housing units
- Upgrading of informal settlements
- Registration of tittle deeds
- Transformation of the property sector and increased participation of designated groups

The proposed priorities will be implemented through the collaborative agreements and arrangements with all spheres of government and key sector departments, thus enabling the transformation of developed settlements and the achievement of social cohesion. To achieve and realise the above priorities, as per the MTSF and NDP (2011) goals and objectives, the Department will focus on:

a) Responsive policies and programmes.
b) Upscaling the rapid UISP.
c) Ensuring that qualifying beneficiaries are transparently provided with security of tenure.

d) Completing the establishment of the Human Settlements Development Bank.
e) Adopting an outcomes orientated finance and funding model.
f) Realigning organisational structures to support the strategy and priorities outlined herein.

Sector institutional capacity remains a serious constraint in the development of sustainable human settlements, apart from financial resources. The adoption of the Outcomes approach and specifically the Human Settlements outcome as well as the establishment of the Human Settlements

Ministry and Department demand a rethink of the capacities available (and required) to deliver on the defined outputs and targets. The time has now come to focus explicitly on capacity assembly to execute projects. As such, special purpose vehicles and purposefully mandated entities must be the focus going forward. This includes better management of procurement and deployment of private/ external capability.

The Department will continue to ensure that it reviews the development costs in order to implement new housing and human settlement models including the higher density designs with the aim of ensuring efficient use of space and providing a sufficient response to the needs of the poor.

6. Internal Environment Analysis

The Department has had to review its organisational structure with a view to better position itself to respond to the changing needs as well as deliver on the priorities set out in the 2019-2024 MTSF. The reviewed organisational structure will enable the Department to function better through a regional-based implementation approach that will also serve to respond the district development model as well as enhance the support offered to provinces and municipalities for human settlements delivery.

This thus serves as potential strength and opportunity for the Department to start doing things differently to effectively achieve on the strategic objectives. Still on the structure of the Department, there has been a fair stability in the senior management positions of the Department and most of which have incumbents which have been in the same positions for a period amounting to five (5) years and above. This assures the strength of institutional memory and consolidation of business process among senior managers in the Department. In addition to this, the Department continues to enhance skills through Human Resource Development (HRD) training programme and a bursary programme which help officials to effectively contribute towards the departmental performance. This connotes yet another set of strength and opportunity for the Department into the revised organisational structure.

The table below provides an epigrammatic highlight of the strength, weaknesses, opportunities, and threats in relation to the Department as well as the entire human settlements sector

SWOT ANALYSIS	
Internal Environment	**External Environment**
<u>Strengths</u> The Department has: • Enabling policies • Budget • Capacity Development Framework • Institutional memory • Consolidated business processes • Human capital, and internal expertise • Built capacity through the Human Resources Development training and bursary programme • Purpose built entities support the mandate of the Department	<u>Opportunities</u> The Department has an opportunity to: • Champion upscaling the use of Alternative Building Technologies(ABT) • Strengthen IGR coordination and integration • Develop capacity and skills • Realign its Human Capital • Align the budget structure, organisational structure, and Departmental Strategy (MTSF priorities) • Staff eager to get involved (re-assigned) • Align their mandates to support sector priorities
<u>Weaknesses</u> • Inability to spend the budget • Misalignment of human capital to sector wide functions • Poor communication and consultation with (intended) beneficiaries • Duplication of functions (PPMU vs HDA) • Dwindling staff morale	<u>Threats</u> • Constant Political changes and resultant instability • Economic instability • Rejection of ABT by communities • Perceptions of sector- wide corruption • Inertia to change due to undefined internal staff rotation • Population growth • Poor Governance and defocused entities

NB: The above lists is not exhaustive.

Nevertheless, the Department of Human Settlements is committed to facilitating and supporting the creation of sustainable and integrated human settlements across the country. This commitment is in response to the NDP proposal and is outlined in the Medium-Term Strategic Framework (MTSF) 2019 – 2024 which includes the promotion of social inclusion, economic growth, and priority development areas, ensuring that beneficiaries obtain security of tenure and spatial restructuring.

Though government has delivered almost 4.8 million houses and housing opportunities since the dawn of democracy, the demand for housing closer to economic opportunities continues to be the main challenge facing the country. The demand for housing has been influenced by the increase in urbanisation which has unintendedly resulted in an increase on informal dwellings, thereby putting pressure in the country's existing infrastructure. Statistics South Africa estimates that by 2020, there will be about 3.6 million new household formations with more than 2 million falling within the income category of less than R 3 500,00 per month will contribute to an increasing demand for housing.

The following table sets out housing delivery through the National Housing Programme for the period 1994/95 to 2018/19.

YEAR	SERVICED SITES	HOUSES
1994/95	-	60 820
1995/96	-	74 409
1996/97	-	129 193
1997/98	-	209 000
1998/99	12 756	235 635
1999/2000	-	161 572
2000/01	19 711	170 932
2001/02	-	143 281
2002/03	82 286	131 784
2003/04	42 842	150 773
2004/05	87 284	148 253
2005/06	109 666	134 023
2006/07	117 845	153 374
2007/08	82 298	146 465
2008/09	68 469	160 403
2009/10	64 362	161 854
2010/11	63 546	121 879
2011/12	58 587	120 610
2012/13	45 698	115 079
2013/14	48 193	105 936
2014/15	49 345	94 566
2015/16	52 349	99 904
2016/17	56 886	89 186
2017/18	50 309	86 006
2018/19	48 034	77 721
Up to Sept 2019	28 537	30 491
TOTAL	1 189 003	3 313 149
TOTAL EEDBS SINCE 1994		373 313
Total		**4 875 465**

There has been a reduction over the last few medium-term cycles. A cumulative amount of R53bn has been cut from the national sphere of government, including large programmes and transfers to public entities. In light of this and increasing building costs, it has become increasingly difficult to achieve delivery targets. In addition, all spheres of government have experienced chronic developmental institutional, planning, funding and implementation challenges in the delivery chain of sustainable human settlements and these include:

• A lack and inadequate capacity in bulk and link infrastructure;
• Procurement management delays and challenges in the Provinces and Municipalities;
• Regulatory and governance incapacity in the development process;
• Incidents of vis major and climate change emergencies and disasters and emergencies;
• The constraints associated with lack of appropriate planning and adequate funding;
• Impact of urbanization;
• Loss of technical capacity, knowledge and experience; and
• Lack of adequate monitoring, evaluation and reporting.

The Department is committed to ensuring that radical socio-economic transformation is an integral part of its value chain opportunities.

The Department supports SMME development through allocation of infrastructure expenditure worth 30% of both the HSDB and USDG to women owned entities and 10% worth of both HSDG and USGD to youth owned entities. The process outlined which finds expression as preferential procurement has commenced and verification of the extent to which provinces and metros are engaging these entities is unfolding.

Empowerment and Transformation of Designated Groups

The construction sector, still lacks transformation which contributes to the inability of the majority of the previously disadvantaged individuals to participate meaningfully in the mainstream economy. According to Section 9 of the Constitution of South Africa, legislative measures can be undertaken to protect and advance persons or categories of persons who were previously disadvantaged by past policies. Section 217 of the Constitution allows for the Organs of the state or Institutions to implement a procurement policy that provides for the categories of preferences in the allocation of contracts and the protection of or advancement of persons, disadvantaged by unfair discrimination. Section 217 makes provision for national legislation to prescribe a framework within which this policy must be implemented.

In 2010, the Department of Human Settlements developed frameworks for the empowerment and participation of Women and Youth in Human Settlements. These frameworks seek to promote and facilitate the participation of Women and Youth in the Human Settlements delivery value chain through set aside as the driver of allocating opportunities. The framework for women participation targeted 30% of both the Human Settlements Development Grant (HSDG) and Urban Settlement Development Grant (USDG) allocations to women owned/managed entities. The framework for youth targeted to achieve 20% of both the HSDG and USDG to be allocated to youth owned/ managed entities in the Human Settlements sector. The target for youth was revised down to 10% by the National Human Settlements Youth Accord of 2014.

Education and Skills transfer is prioritised for designated groups and entities they own to enhance their participation, growth and resilience. The Department is responding in strengthening the capability of contractors to achieve efficiency and quality housing units through registration and empowerment of contractors with the National Home Builders Registration Council. The contractors then undergo empowerment through the emerging home builder training. In addition, the Department is active in creating a technical skills base at the lowest levels and supporting artisan development programme.

The introduction of the new 2017 Preferential Procurement Regulations Framework allows organs and institutions to implement set asides for the purpose of transformation in different sectors and Industries, effective from 01 April 2017. There is misalignment between the National Legislation and the sector determination which makes it difficult for the sector to achieve the targets. Therefore, the Department of Human Settlements Grants frameworks are being considered to reflect the participation quota of the designated groups. Ongoing work is underway to outline how the other groups within the designated groups will be accommodated once their specific frameworks are approved.

National Housing Builders Registration Council Training

Progress regarding mainstreaming of People with Disabilities as well as owned entities and managed is advanced. The draft sector specific strategy is informed by legislation and numerous prescripts. According to the White Paper on Rights of Persons with Disabilities (2015) the social and economic rights should be accorded to all persons with disabilities.

Suitability of Units Allocated to Designed Groups

It has been noted that some disabled beneficiaries occupy houses that are not compliant with part S of the SANS 10400. It has also been proposed that an additional module of persons with disabilities for the beneficiary management and HSS be developed, to enable implementers to capture household information beforehand, to ensure that housing units are suitable for the affected households.

Notwithstanding, the strengths and opportunities within the Department, there are notable weaknesses and threats that the Department cannot afford to be oblivious to. Other notable weakness includes:

- A threat of inability and delays to appoint incumbents to fill the vacant posts and this negatively affects e achievement of the Departmental outcomes.
- The slow pace at which policies are approved.
- In adequate inter-departmental and inter- sectoral coordination.

Regardless of these, the Department will continue to strengthen the intergovernmental and inter -sectoral fora to address the inadequate coordination. These strengths, weaknesses, opportunities and threats cut across all spheres of government.

MEASURING OUR PERFORMANCE

PART C:
MEASURING OUR PERFORMANCE

Institutional Performance Information

The National Department, through the Minister of Human Settlements, Water and Sanitation, 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, metros and the public entities are responsible for implementation of projects. As such 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 reflects the five-year sector priorities, as set out in the approved MTSF.

1. MTSF Five-year Targets

Outcome	Indicator	Five-year target
Spatial transformation through multi programme Integration in priority development Areas	Number of priority development areas (PDAs) invested in	94 areas invested in and integrated programmes completed
	Percentage of acquired land during 2014-2019 rezoned falling within the PDAs	100% of acquired land during 2014-2019 falling within the PDAs rezoned
Adequate housing and improved quality living environments	Number of BNG houses delivered	450 000 BNG houses delivered
	Number of households that received financial assistance and purchased units through FLISP	20 000 households that received financial assistance and purchased units through FLISP
	Number of service sites delivered	300 000 serviced sites delivered
	Number of rental housing units delivered in PDA's	30 000 rental housing units delivered in PDAs
	Number of Community Residential Units (CRU) delivered	12 000 Community Residential Units (CRU) delivered
	Number of informal settlements upgraded to Phase 3	1 500 informal settlements upgraded to Phase 3
Security of tenure	Number of title deeds registered	1 193 222 title deeds registered

2. Impact Statements

Impact Statement	Spatially transformed integrated human settlements that ensure access to social services and economic opportunities in cities, regions and rural areas.
Outcomes	• Adequate housing and improved quality living environments • Spatial transformation through multi-programme integration in priority development areas • Security of Tenure • Functional, Efficient and integrated Government • Improved expenditure outcomes • Improved sector capacity • Improved programme performance projects • Responsive policies

3. Measuring Our outcomes

Programme 1: Administration			
MTSF Priority 1	**A capable, ethical and developmental state**		
Outcome	**Outcome Indicator**	**Baseline**	**Five-year Target**
Functional, Efficient and integrated Government	Audit outcomes	Unqualified audit opinion with matters of emphasis on predetermined objectives	Unqualified audit opinion with no matters of emphasis

Explanation of planned performance over the five-year planning period

The contribution of the administration Programme in the Departments is through the provision of an effective and efficient administrative service to the line function in order to implement policies and programmes geared delivering sustainable human settlements.

The choice of the outcomes in Programme 1, are based on the promotion of good governance within the Department. Good corporate governance is a foundation for efficient and effective service delivery. The achievement of an unqualified audit opinion with no matters of emphasis is an indication of effective and efficient internal controls employed by the Department in the daily operation of its activities. This provides confidence in the not only the processes and systems used, but also mainly on the management of the performance environment at large.

The enablers to achieve these stated 5-year targets rests with the provision of key administrative functions. *These may include the provision of the necessary capacity to implement programmes and projects geared, the ICT infrastructure to enable the providing sustainable human settlements and Department to carry its mandate as well as the provision of adequate financial resource.* The realignment of the organisational structure to support strategy is also one of the strategic enablers for the 5-year targets to be achieved. This would entail the adjustment of the organisation's structure in support of the strategy. Positioning the entities to support the strategy and implement the required institutional arrangements and institutional structures to implement the strategy.

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.

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme			
MTSF Priority 1 & 5	• A capable, ethical and developmental state • Spatial integration, human Settlements and local government		
Outcome	Outcome Indicator	Baseline	Five-year Target
Sub-Programme 2: Macro Sector Planning			
Spatial transformation through multi-programme integration in PDAs	Integrated implementation programme in PDAs developed	New target	94 implementation programmes in PDAs
Security of Tenure	Title deeds registered	41 841 title deeds verified	Manage a programme to deliver Title deeds
Sub-Programme 3: Macro Policy and Research			
Responsive policies	Reviewed policies and Programmes	Policy framework for Human Settlements reviewed	Implementation of policies and programmes
Sub-Programme 4: Monitoring and Evaluation			
Improved programme performance projects	Human Settlements projects under implementation monitored (HSDG and USDG)	Projects under implementation monitored (HSDG and USDG)	Projects under implementation monitored (HSDG and USDG)
	Evaluation studies conducted	7 evaluation study (UISP three-year impact) not completed; 1 evaluation study not initiated (as per 3 year).	12 evaluation studies conducted
Sub-Programme 5: Entities Oversight (HDA, CSOS, EAAB, NHBRC)			
Functional, Efficient and integrated Government	Full compliance with statutory tabling and prescripts	77% compliance with statutory tabling and prescripts	Compliance with statutory tabling and prescripts
Sub-Programme 6: Grant Management (HSDG, USDG & TRG)			
Improved expenditure outcomes	Revised Finance and Funding model implemented	Finance and funding model assessed	Finance and funding model revised to achieve human settlements target
Sub-Programme 7: Capacity Building and Sector Support (PMU & Title Deeds Programme)			
Improved sector capacity	Implementation of the Human Settlements Capacity Programme	Human Settlements Sector capacity strategy developed	Human Settlements Sector Capacity Programme implemented

Explanation of planned performance over the five-year planning period

The Integrated Residential Programme (IRDP) is one of the four priority programmes that has been implemented by the Department of Human Settlements. The Programme facilitates the development of projects with a variety of land uses and income groups – full subsidy, Finance Linked Individual Subsidy Programme (FLISP), bonded housing, rental, etc. which would contribute to the development of sustainable communities. The proper implementation of the programme is expected to promote social, spatial and economic integration as well as facilitate the participation of the private sector in low income housing.

In order to address priority number five (5) of the Medium-Term Strategic Framework which is spatial integration, human settlement and local government, the Department is planning to conduct further research which will inform the refinement and/or enhancement to the Programme and develop a funding model to support our programmes. The sector is planning to rezone 100% of land acquired during the 2014 - 2019 MTSF Period

that falls within the PDAs for human settlement development. The Department is also planning to eradicate the title deeds registration backlog and issue of title deed to qualifying beneficiaries. During the current MTSF Period, the Department plans to monitor and report the delivery of about 470 000 housing units, 300 000 serviced sites annum and other related suitable housing typologies as listed in the Housing Code.

Over and above the macro and micro planning, research and policy 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 in order to address the needs of the vulnerable groups especially people with disabilities.

The Department is also geared to support the capacities of the provinces and municipalities through a sector-wide capacity building programme in order to support the implementation of human settlements projects. Over and above the above policy, planning, monitoring and capacity

building efforts, the Department is planning to disburse the Human Settlement Development Grant, Urban Settlement Development Grant, Consolidated Capital Grant, Finance Linked Individual Subsidies, etc. to provinces and metropolitan municipalities.

The National Department manages the programmes while the provinces and/or Metropolitan municipalities are responsible for the implementation of projects. As such the National Department consolidates the reported delivery performance of provinces and municipalities to report of the sector targeted output.

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 Housing Act. 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.

PROGRAMME 3: Informal Settlements Programme

MTSF Priority 5	Spatial integration, human settlements and local government		
Outcome	Outcome Indicator	Baseline	Five-year Target
Sub-Programme 1: Management for ISP			
Adequate housing and improved quality living environments	Informal settlements upgraded to Phase 3	9 provinces and 8 metropolitan municipalities were supported on the implementation of the informal settlements upgrading programme	Manage a programme to upgrade Informal settlements upgraded to Phase 3
Sub-Programme 3: Policy and Research			
Responsive policies	Responsive policies and Programmes	Policy framework for Human Settlements reviewed	Reviewed UISP policy implemented
Sub-Programme 4: Monitoring and Evaluation			
Improved programme performance projects	UISP Projects under implementation monitored (HSDG and USDG)	Projects under implementation monitored and verified (HSDG and USDG)	Projects under implementation monitored (HSDG and USDG)
Sub-Programme 7: Capacity Building and Sector Support (NUSP)			
Improved sector capacity	Implementation of the Human Settlements Capacity Programme	New target	Human Settlements Sector Capacity Programme implemented - National Upgrading Support Programme implemented

Explanation of planned performance over the five-year planning period

The Upgrading of Informal Settlement Programme (UISP) is one of the priority programmes of the Department that assists government to confront the issue of poverty, unemployment and inequality that is manifest in informal settlements. The increase and growth of Informal settle-ments is also a defining feature of our rapid urbanization. There about 2700 informal settlements that require upgrading and a majority of these settlements are located in areas of "opportunity" being close to economic activity in cities albeit that often the land upon which they are situated is likely to be dangerous and/or high risk. Informed by the recommendations from the baseline assessment and impact evaluation study on informal settlements the Department plans to revise UISP policy, while the funding for UISP must been prioritized going forwards. Furthermore, the programme is poised, by design, to involve a wider range of stakeholders including communities and grass-roots organizations as well as address health, tenure security and livelihoods.

As part of addressing priority 5 which spatial integration, human settlement and local government, the Department is planning to conduct research, amend existing legislation such as PIE, revise policies, and amend norms & standards that are applicable in the upgrading of informal settlements. Accordingly, the Department is planning to receive, analyse, provide advice and approve Informal Settlement Upgrading Plans received from both Provincial Human Settlement Departments and Municipalities. Most of informal settlements occur within the identified Priority Human Settlements and Housing Development Areas.

During the current MTSF Period, the Department plans to monitor and report on the upgrading of 1500 informal settlements to Phase 3. These has been translated into upgrading interventions (projects) directed at over 300 informal settlements per annum. The Department is planning to ensure that the universal design principle is used to address the needs of the vulnerable groups especially people with disabilities.

It must be specifically noted and appreciated that the National Department manages the programmes while the provinces and/or Metropolitan municipalities are responsible for the implementation of projects. As such the National Department consolidates the reported delivery performance of provinces and municipalities to report of the sector targeted output

The Department is also planning to implement the National Upgrading Support Programme as a capacity building programme in order to support the implementation of the UISP. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the Informal Settlement component of the Human Settlement Grant and the Informal Settlement Component of Urban Settlement Grant to Provinces and Municipalities on the basis of predetermined project-based cash flows. Over and above monitoring grant performance, 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. As of 2021/22 Financial year a dedicated grant; Upgrading of Informal Settlements Grant (UISG) will be introduced.

PROGRAMME 4: Rental and Social Housing Programme

MTSF priority 1 & 5	• A capable, ethical and developmental state • Spatial integration, human Settlements and local government		
Outcome	**Outcome Indicator**	**Baseline**	**Five-year target**
Sub-Programme 1: Management for Rental & Social Housing Programme			
Adequate housing and improved quality of living environments	Rental and social housing units delivered	Provided support on the implementation of Social Housing Programme	Manage a social housing programme to deliver affordable rental housing units
Sub-Programme 3: Policy and Research			
Responsive policies	Responsive policies and programmes	Policy framework for Human Settlements reviewed	Revised rental housing policy implemented
Sub-Programme 4: Monitoring and Evaluation			
Improved programme performance projects	Rental and Social Housing Projects under implementation monitored (HSDG and USDG)	Projects under implementation monitored and verified (HSDG and USDG)	Projects under implementation monitored (HSDG and USDG)
Sub-Programme: Public Entity Oversight (SHRA)			
Functional, efficient and integrated government	Full compliance with statutory tabling and prescripts	New target	Compliance with statutory tabling and prescripts
Sub-Programme: Capacity Building and Sector Support			
Improved sector capacity	Implementation of the Human Settlements Capacity Programme	New target	Human Settlements Sector Capacity Development Programme implemented - for Rental and Social Housing Programme

Explanation of Planned Performance over the Five-year Planning Period

The affordable housing rental programme is one of the four major programmes that is being managed by the Department. The affordable rental housing programme includes the Social Housing Programme, the Community Residential Units (CRU) Programme and Institutional Housing programme. However, the rental space is also comprised of an understated local government led rental housing programme, informal rental housing that is generally known as the backyard rental accommodation and another category of non-subsidised rental housing that is provided by the private sector actors. These private sector actors operate as small and or large scale landlords and provide both formal and informal rental accommodation especially in cities.

There is acknowledgement that both formal and informal rental co-exist and have respond to rental housing demand across income groups. Census 2011 pointed out that there is an increase in the demand for rental housing. The households in rental accommodation as measured by Stats SA have recorded an absolute growth of over 30% from the period 2001 to 2011. This is evidenced by the increasingly large proportion of South African households that indicated that they opt to rent, rather than own their accommodation. SHRA (2014d) has estimated that based on the total number of households that are in the target income bands living in informal settlements and backyard accommodation, the country-wide demand for affordable rental accommodation is about 1,5 million units.

It acknowledged that the economic factors, rapid urbanisation and particularly migration into urban areas, insufficient delivery of housing on an ownership basis (both in respect of the subsidy and affordable housing markets) and difficulties in accessing mortgage loans due to high levels of indebtedness are driving the demand for rental housing.

In order to respond to the demand for affordable rental housing, the Department is planning to conduct research, amend legislation and revise existing norms and standards for social housing and the programme for the redevelopment of public sector hostels whilst the research and policy review is undertaken, the Department is planning to receive, analyse, provide advice and approve affordable rental housing development plans received from both Provincial Human Settlement Departments and the Social Housing Regulatory Authority.

During the current MTSF Period, the Department plans to monitor and report the delivery of about 30 000 social housing units and 12 000 CRU's. These has been translated into delivering 6000 social housing units and 3000 Community Residential Units per annum. The Department is planning to monitor and report about the use of 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.

In this regard the provinces, municipalities and the SHRA are responsible for the implementation of projects. As such the National Department consolidates the reported delivery performance of provinces, municipalities and the SHRA to report of the sector targeted output.

The Department is also planning to develop a capacity building programme in order to support the implementation of the existing rental programmes. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the Human Settlement Grant, Urban Settlement Grant and Consolidated Capital Grant after receiving, analysing cash flows and advising entities and Provinces about these cash flows. The Department will also monitor and report about compliance to the set aside policy framework of the Department. 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. The Department is also planning to oversee and supervise the Social Housing Regulatory Agency as one of its entities that support the delivery of social rental housing opportunities.

PROGRAMME 5: Affordable Housing Programme			
MTSF priority 1 & 5	• **A capable, ethical and developmental state** • **Spatial integration, human Settlements and local government**		
Outcome	**Outcome Indicator**	**Baseline**	**Five-year target**
Sub-Programme 3: Policy and Research			
Responsive policies	Responsive policies and Programmes	Policy framework for Human Settlements reviewed	Revised Affordable Housing Policy implemented
Sub-Programme 4: Monitoring and Evaluation			
Improved programme performance projects	FLISP subsidies disbursed monitored	New target	FLISP subsidies disbursed monitored
	Evaluation Studies conducted	1 evaluation study undertaken	1 evaluation study conducted
Sub-Programme 5: Public Entity Oversight (NHFC/ HSDB)			
Functional, efficient and integrated government	Full compliance with statutory tabling and prescripts	New target	Compliance with statutory tabling and prescripts
Sub-Programme 7: Capacity building and Sector Support			
Improved sector capacity	Implementation of the Human Settlements Capacity Programme	New target	Human Settlements Sector Capacity Development Programme implemented - for Affordable Housing Programme

Explanation of Planned Performance over the five-year Planning Period

Affordable Housing Programme is one of the programmes of the Department that caters for the low to medium income earners. The approval of policy enhancements was done in July 2018 following robust discussion at the meeting of the Human Settlement Forum. The policy enhancements amongst others included the increase in the FLISP subsidy quantum , the amendment of the income bands to cater for people that earn between R3500 to R22 000 and also expand the Programme to cover non mortgage options including the use of pension schemes and alignment of

FLISP with the Government Employee Pensions Scheme (GEHS) , implementation of FLISP in the Provincial led Integrated Residential Development Programme projects , and appointing the National Housing Finance Cooperation as an implementing agency for the delivery of the Programme.

The Department is planning to develop a FLISP guideline that will guide Provinces and remodel the front end and back end operations of the FLISP and create a seamless

implementation process that will enable FLISP interface with GEHS, EAH and sector partners. These guidelines assist the sector to significantly reduce the turnaround time for implementing the FLISP. The Department through the policy consultative process is planning to play a facilitative role by convening ongoing engagements between the Department, NHFC and DPSA to enable GEHS interface with FLISP.

During the current MTSF Period, the Department plans to monitor and report about the delivery of about 20 000 FLISP units. These has been translated into monitoring and reporting about the delivering of 4000 FLISP units per annum.   The Department is planning to monitor and report about the use of the universal design principle and compliance with part S of the National Building Regulations Standards to address the needs of the vulnerable groups especially people with disabilities.

In this case the provinces and the NHFC are responsible for the implementation of projects and subsidy transactions administration. As such the National Department consolidates the reported delivery performance of provinces and the NHFC to report of the sector targeted output.

The Department is also planning to implement a capacity building programme in order to support the implementation of the FLISP. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning 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 is planning 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 is also planning to oversee and supervise the services that are provided through the National Housing Finance Cooperation as one of its entities that supports the affordable housing Programme.

4. Key Risks and Mitigations

Outcomes	Key Risks	Risk Mitigations
Responsive policies	Lack of adherence to sector transformation targets by Provinces and Municipalities	To establish a support Programme to encourage sector transformation
	Misalignment of practice to the Housing Act and the Code	To review existing policies and programmes
Improved expenditure outcomes	Grants not monitored effectively and efficiently	a) Analyse the Provincial and Municipal reports against the grant framework to ensure compliance, and intended output and outcomes b) Request Provinces to align BAS to the Housing Subsidy System (HSS) and quarterly reports c) Enhance co-operation between Planning, M&E and Policy units to ensure common and accurate reporting d) Coordinated and thorough analysis of Provincial business plans with Planning, Programme & Project Planning and M&E units prior to approval of business plans

Outcomes	Key Risks	Risk Mitigations
Adequate housing and improved quality of living environments	Inability by Provinces to plan and execute plans according to their stated financial projections	a) Business plans to be thoroughly assessed prior to approval by NDoHS b) Regular engagements to be held with Provinces relating to annual allocations, project readiness matrix and achievement of set MTSF targets c) Quarterly performance reviews to be held
	Beneficiary over-indebtedness Coordination by NHFC with provinces other than Gauteng Reluctance by some provinces to implement through NHFC	a) NHFC to develop a marketing and implementation strategy to other provinces b) IT system to be developed to ensure accessibility to NHFC from all provinces
	Grants not monitored effectively and efficiently	a) Analyse the Provincial and Municipal reports against the grant framework to ensure compliance and intended outputs and outcomes. b) Request Provinces to align BAS to Housing Subsidy System and quarterly reports. c) Enhance co-operation between Planning, M&E and Policy units to ensure common and accurate reporting and d) Coordinated and thorough analysis of Provincial business plans with Planning, Programme & Project Planning and M&E units prior to approval of business plans.
	Inability by Provinces to plan and execute plans according to their stated financial projections	a) Business plans to be thoroughly assessed prior to approval by NDoHS b) Regular engagements to be held with Provinces relating to annual allocations, project readiness matrix and achievement of set MTSF targets c) Quarterly performance reviews to be held.
	Beneficiary over-indebtedness Coordination by NHFC with provinces other than Gauteng Reluctance by some provinces to implement through NHFC	a) NHFC to develop a marketing and implementation strategy to other provinces a) IT system to be developed to ensure accessibility to NHFC from all provinces
Improved sector capacity	Inadequate technical capacity within the sector to deliver on the MTSF priorities	• Development and implementation of a capacity development programme • Investment of human and financial resources in the implementation of a capacity development programme
Spatial transformation through multi-programme integration in PDAs	Lack of spatial targeting for human settlements investment	Declare priority areas and direct human settlements grant

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Outcomes	Key Risks	Risk Mitigations
Security of Tenure	Incomplete Township establishment	Limit house construction to projects with an approved township registers
Functional, Efficient and integrated Government	Fraud and Corruption	• Implement the Anti-Fraud and Corruption Strategy • Collaborate with law enforcement agencies
	Failure of governance structures	• Implementation of the Combined Assurance Framework and Plan • Independent assurance review and 360 degree review year plan/ schedule of meetings
	Unresolved Departmental structure review process	• Accelerated finalization of the revised structure aligned to the MTSF and objective based budget structure • Finalise internal and external consultations • Facilitate approval of the revised structure • Implement the approved revised structure
	Inability to provide HR capacity and skills to support achievement of the departmental mandate	• Develop and implement a framework to ensure filling of vacant funded posts within set timelines • Conduct a skills audit to establish a current and future skills base • Implement outcomes of the skills audit to address skills gaps
	Utilization of the NHNR is done based on negotiations without an approved allocation policy	Existing application that is maintained and enhanced
	Dependency on the completion of the process to map departmental and human settlements delivery processes and an approved delivery model	• Maintenance of the current HSS environment • Service level agreement annexures with SITA
	Network services not available Infrastructure services not available Unscheduled power failure incidents	• Efficient management of service level agreements to ensure adherence to contractual terms and conditions, in order to improve infrastructure services availability • Quarterly proactive maintenance of IT infrastructure services • Quarterly maintenance of environmental variables for all departmental data centres
	Unreliable reported performance information	• Verification and validation of reported performance information • Request supporting documentation during verification • Quarterly performance reviews

5. Public Entities

Name of Public Entity	Mandate	Outcomes
Community Schemes Ombud Services (CSOS)	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.	• An effectively regulated community scheme sector • Disputes resolved • Financially viable and sustainable organization • Empowered stakeholders • Community scheme sector value chain transformed • Effective and efficient administration and governance
National Housing Finance Corporation (NHFC)	The NHFC was established in 1996 in terms of Companies Act, 1973 (Act No. 61 of 1973). The NHFC was established in 1996 as a development finance institution (DFI), with the principal mandate of broadening and deepening 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 FLISP with provincial Human Settlements Departments.	• Improved delivery of affordable housing. • Increased access to affordable finance to enable end-users to have appropriate, spatially just and adequate housing • Increased penetration and participation of low-to middle in-come households in the housing market. • Sustainable, effective and efficient Human Settlements Development Bank.
Social Housing Regulatory Authority (SHRA)	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 investment; promote the development and awareness of social housing; ensure accreditation of Social Housing Institutions (SHIs); and ensure sustainable and regulated disbursements of the Consolidated Capital Grant (CCG) to accredited SHIs.	• Quality affordable social housing for rental delivered in strategically located areas • Enhanced performance of delivery agents and projects • An increase in the number of capacitated municipalities and provincial departments that are able to fulfil and deliver on their roles and responsibilities, as prescribed in the Social Housing Act • An effectively regulated and sustainable social housing sector • A transformed social housing sector value chain • A high-performing and responsive organization

Name of Public Entity	Mandate	Outcomes
Housing Development Agency (HDA)	The Housing Development Agency (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 identify, acquire, hold, develop and release of state and privately owned land for residential and community purposes and for the creation of sustainable human settlements, facilitate and expedite the development of large-scale, integrated, sustainable human settlements, project delivery (including direct and indirect project delivery) of large scale, integrated, sustainable human settlements (Mega Project) and development of the Human Settlements Spatial Master Plan.	• Effective and efficient administration and governance • Land acquired and rezoned for human settlements in PHSHDA • Integrated and coordinated spatial planning and inclusive sustainable human settlements
National Home Builders Registration Council (NHBRC)	The National Home Builders Registration Council (NHBRC) was established in 1998 in terms of the Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998) as amended. 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 resolutions.	• Improved accessibility & Visibility of NHBRC products and services • Financially sustainable organisation that promote economic inclusion • Improved regulatory compliance • Competent homebuilders and technical professionals • Effective regulatory compliance • Research & introduce innovative products methods and technologies within the home building industry (Compliance).
Estate Agency Affairs Board (EAAB)	The Estate Agency Affairs Board (EAAB) was established in 1976 in terms of the Estate Agency Affairs Act, 1976 (Act No.112 of 1976). The mandate of the EAAB is to regulate, maintain and promote the standard of conduct and activities of estate agents, issue Estate Fidelity Fund Certificates, prescribe the standard of training for estate agents, investigate complaints lodged against estate agents, manage the Estate Agents Fidelity Fund (EAFF).	• Compliant regulator • Regulated and legally operating registered Estate Agents • Improved professionalism and ethical practices of Estate Agents • Well informed real estate sector

TECHNICAL INDICATOR DESCRIPTIONS

PART D:
TECHNICAL INDICATOR
DESCRIPTIONS (TID)

Programme 1: Administration	
Indicator Title	**Audit Outcomes**
Definition	The indicator measures processes, systems and controls implemented by the department to ensure that an opinion with no matters of emphasis is achieved.
Source of data	Annual financial statements; report on predetermined objectives; documented business processes/ SOPs; annual audit plan; risk management plan.
Method of calculation/assessment	Auditor General Audit Report
Assumptions	Adherence to legislative frameworks, systems, controls not done properly. Timeous submission of complete, reliable and valid information from relevant business units.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Desired performance	Unqualified audit opinion with no matter of emphasis.
Indicator responsibility	All branch heads (Adherence to PFMA requirements including processing and payment of valid invoices within 30 days, ensuring that the reported non-financial performance information is accurate, reliable and aligned to the planned targets, ensuring that branch plans are responsive to priorities and smart as well as develop and monitor planned actions to address audit findings to avoid repeat findings).

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme	
Indicator Title	**Integrated implementation programme in PDAs developed**
Definition	A description of the support rendered for human settlements planning within declared priority housing development areas (PDAs)
Source of data	National, Provincial and Municipal Spatial Plans (SDFs, IDPs, SPLUMA, Sector plans), HS Entities strategic and annual plans (HDA, SHRA, NHFC), Information form human settlements planning forums.
Method of calculation/assessment	Simple Count
Assumptions	Availability of reliable and credible information to support declaration of a PDA's. Cooperation from stakeholders
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Yes
Desired performance	Sustainable and integrated human settlements and Improved quality of household life
Indicator responsibility	DDG: PPMU

Indicator Title	**Title deeds registered**
Definition	Provincial departments supported to register 1 193 222 title deeds in respect of state subsidized properties
Source of data	Provincial TRG Business Plans Provincial Departments of Human Settlements – Dora Reports, Reports from delivery facilitators deployed in 5 provinces (EC, KZN, LP, MP, NW) until 2021 Deeds Registry-based records National Title Restoration Grant Business Plan, including the assessment report submitted for approval (in quarter 4 only); Quarterly reports on the support provided to provincial departments towards the delivery of business plan outputs
Method of calculation/assessment	Qualitative: Reports on the support provided Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Assumptions	Human settlements projects will benefit approved beneficiaries as per the approved provincial beneficiary list
Disaggregation of beneficiaries (where applicable)	Yes
Spatial transformation (where applicable)	Not applicable
Desired performance	Actual performance that equals targeted performance is desirable
Indicator responsibility	DDG: Programme and Project Management Unit

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Indicator Title	Reviewed policies and Programmes
Definition	The Improved Housing and Human settlements programmes refers to development and review of the policies and programmes. Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code whilst Policy Framework would cover macro policies that relates to the development of policy foundation. This would cover White Papers, Green Paper and policies to amend existing legislation.
Source of data	Existing policies, Sustainable development Goals, Other Sector Policies, Research reports, Evaluation reports, policy position papers, DPME - Evidence Map, Programme performance appraisals and market activity appraisals
Method of calculation or Assessment	Implementation of Human Settlements Policies
Assumptions	• Clear policy priorities/ directives and direction from the executive • Research reports, evaluation reports, position papers and other information is available • Sufficient Capacity to research, develop, consult, approve policies and programmes • Provinces, Municipalities, entities and other stakeholders available for policy consultation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	All policies and programmes are developed to spatially target all settlements including the 94 Priority Housing Areas and make an on impact spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	Provinces and Municipalities supported with responsive policies for sustainable human settlements
Indicator responsibility	DDG: Human Settlements Delivery Frameworks

Indicator Title	Human Settlements Projects under implementation monitored (HSDG and USDG)
Definition	Projects under implementation (those that incurred expenditure during the quarter) funded through the HSDG and the USDG monitored and verified using available data sources such as reports, project site visits and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports and Provincial Business Plan
Method of calculation or Assessment	Based on all projects that spent (under implementation) for that period. Project monitoring outcomes.
Assumptions	Reliable and verifiable data will result in good decision making within the sector
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	DDG: Programme and Project Management Unit

Indicator Title	Evaluation studies conducted
Definition	Evaluation studies measuring the Impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments
Source/collection of data	Provincial Department of Human Settlements, Municipalities and Beneficiaries
Method of calculation	Milestones of studies conducted Outcomes of the evaluations
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of Beneficiaries (where applicable	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social, and environmental effects of human settlements programmes and projects
Indicator responsibility	DDG: Programme Project Management Unit

Indicator Title	Full compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/regulations (PFMA, Treasury Regulations and Guidelines). Coordination of the Department's appearance before Committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures.
Source of data	Annual Reports of HDA, CSOS, EAAB and NHBRC Annual Performance Plans of the HDA, CSOS, EAAB(PPRA) and NHBRC Submissions to the Minister requesting for the initiation of the process for the appointment of Boards / Councils for HDS, CSOS, EAAB (PPRA) and NHBRC. Compliance report on compliance of HDA, CSOS, EAAB and NHBRC.
Method of calculation or Assessment	2019/20 Annual report for HDA, CSOS, EAAB and NHBRC tabled. 2021/22 Annual Performance Plan for HDA, CSOS, EAAB (PPRA) and NHBRC tabled. 1 Submission to the Minister requesting for the initiation of the process for the appointment of each of the Boards / Councils for HDS, CSOS, EAAB (PPRA) and NHBRC. 1 Compliance report on compliance of HDA, CSOS, EAAB and NHBRC prepared and submitted
Assumptions	Annual Performance Plans and quarterly reports are submitted on time and the information contained therein is reliable.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	The HDA and SHRA reports are to address spatial transformation
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Parliament, Cabinet, Cluster and governance structures.
Indicator responsibility	COO

Indicator Title	Revised finance and funding implemented
Definition	Conduct literature review, analyse the current funding model and draft a discussion document
	Engage relevant Stakeholders and incorporate inputs received
	Draw up the terms of references
	Draft Finance and Funding model for approval
Source of data	Data will be collected from different stakeholders and this includes National Treasury, Department of Human settlements, related units within the department, best international practices, Provinces and Municipalities.
Method of calculation or Assessment	Qualitative (non-financial) and quantitate (financial) targets will be developed
Assumptions	Reliable data to inform the revision of the finance and funding model
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Approved finance and funding model
Indicator responsibility	DDG: CFO

Indicator Title	Implementation of the Human Settlements Capacity Programme
Definition	The indicator measures the implementation of the Capacity development programme to ensure the development of requisite capacity and capabilities for the Integrated Human Settlements Planning and Development Programme through: • Assessment of capacity required for implementation of the programme • Title deeds restoration training programme • Research on integrated human settlements programme • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework
Source of data	The sources of data are: • MTSF priorities • Capacity development strategy and plan; • Reports on capacity development from provincial departments, municipalities, Entities and the NUSP, PHP units; • Quarterly progress reports • Capacity development Task Team minutes
Method of calculation or Assessment	Human Settlements Capacity Programme implemented
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	100% implementation of the Human Settlements Sector Capacity Development Programme
Indicator responsibility	COO

PROGRAMME 3: Informal Settlements Programme	
Indicator Title	**Informal settlements upgraded to Phase 3**
Definition	The indicator measures the support the department provides to provinces and metros to upgrade 1500 informal settlements to phase 3
Source of data	ISUP upgrading plans
Method of calculation or Assessment	Programme reports on the upgrading of informal settlements to Phase 3.
Assumptions	All Provinces and Metros will submit provincial and metropolitan business plans for analysis and consolidation into National plan.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Yes
Desired performance	Informal settlements formalized/upgraded to phase 3 and improved quality of living.
Indicator responsibility	DDG: Programme and Project Management Unit

Indicator Title	Responsive policies and Programmes
Definition	The Improved Housing and Human settlements programmes refers to development and review of the policies and programmes. Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code whilst Policy Framework would cover macro policies that relates to the development of policy foundation. This would cover White Papers, Green Paper and policies to amend existing legislation.
Source of data	Existing policies, Sustainable development Goals, Other Sector Policies, Research reports, Evaluation reports, policy position papers, DPME - Evidence Map, Programme performance appraisals and market activity appraisals
Method of calculation or Assessment	Reviewed UISP policy
Assumptions	• Clear policy priorities/ directives and direction from the executive • Research reports, evaluation reports, position papers and other information is available • Sufficient Capacity to research, develop, consult, approve policies and programmes • Provinces , Municipalities, entities and other stakeholders available for policy consultation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	All policies and programmes are developed to spatially target all settlements including the 94 Priority Housing Areas and make an on impact spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	Provinces and Municipalities supported with responsive policies for sustainable human settlements
Indicator responsibility	DDG: Human Settlements Delivery Frameworks

Indicator Title	UISP projects under implementation monitored (HSDG and USDG)
Definition	UISP projects under implementation (those that incurred expenditure during the quarter) funded through the HSDG and the USDG monitored and verified using available data sources such as reports, project site visits and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports and Provincial Business Plan
Method of calculation or Assessment	UISP project monitoring outcomes
Assumptions	Reliable and verifiable data will result in good decision making within the sector
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	DDG: Programme and Project Management Unit

Indicator Title	Implementation of the Human Settlements Capacity Programme
Definition	The indicator measures the implementation of the Capacity development programme to ensure the development of requisite capacity and capabilities for the upgrading of Informal settlements programme: • Assessment of capacity required for implementation of the programme • UISP training programme implemented • UISP knowledge sharing session conducted • Development of Human Settlements Consumer Education Framework
Source of data	The sources of data are: • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP and PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation or Assessment	Human Settlements Capacity Programme
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	100% implementation of the Human Settlements Sector Capacity Development Programme
Indicator responsibility	COO

Programme 4: Rental and Social Housing Programme

Indicator Title	Rental and social housing units delivered
Definition	The indicator measures the support the department provides to provinces and municipalities in the delivery of 12 000 Community Residential units and 30 000 social housing units
Source of data	Programme progress reports from the Programme Manager (SHRA)
Method of calculation or Assessment	Simple count of Affordable Rental opportunities delivered
Assumptions	SHRA will submit credible business plans for analysis and implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Yes
Desired performance	Adequate rental housing and improved quality of living environments
Indicator responsibility	DDG:PPMU

Indicator Title	Responsive policies and Programmes
Definition	The Improved Housing and Human settlements programmes refers to development and review of the policies and programmes. Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code whilst Policy Framework would cover macro policies that relates to the development of policy foundation. This would cover White Papers, Green Paper and policies to amend existing legislation.
Source of data	Existing policies, Sustainable development Goals, Other Sector Policies, Research reports, Evaluation reports, policy position papers, DPME - Evidence Map, Programme performance appraisals and market activity appraisals
Method of calculation or Assessment	Revised Rental Housing Policy
Assumptions	• Clear policy priorities/ directives and direction from the executive • Research reports, evaluation reports, position papers and other information is available • Sufficient Capacity to research, develop, consult, approve policies and programmes • Provinces, Municipalities, entities and other stakeholders available for policy consultation
Disaggregation of Beneficiaries (where applicable)	Not applicable

Indicator Title	Responsive policies and Programmes
Spatial Transformation (where applicable)	All policies and programmes are developed to spatially target all settlements including the 94 Priority Housing Areas and make an on impact spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Reporting cycle	Annual
Desired performance	Provinces and Municipalities supported with responsive policies for sustainable human settlements
Indicator responsibility	DDG: Human Settlements Delivery Frameworks

Indicator Title	Rental and Social Housing Projects under implementation monitored (HSDG and USDG)
Definition	Rental and Social Housing projects under implementation (those that incurred expenditure during the quarter) funded through the HSDG and the USDG monitored and verified using available data sources such as reports, project site visits and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports and Provincial Business Plan
Method of calculation or Assessment	Rental and Social Housing Project monitoring outcomes
Assumptions	Reliable and verifiable data will result in good decision making within the sector
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	DDG: Programme and Project Management Unit

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Indicator Title	Full compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/regulations (PFMA, Treasury Regulations and Guidelines).
	Coordination of the Department's appearance before Committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures.
Source of data	Annual Report of SHRA
	Annual Performance Plan of SHRA
	Compliance report on compliance of SHRA
Method of calculation or Assessment	2019/20 Annual report for SHRA tabled.
	2021/22 Annual Performance Plan for SHRA tabled.
	1 Submission to the Minister requesting for the initiation of the process for the appointment of Boards / Councils for SHRA.
	1 Compliance report on compliance of SHRA prepared and submitted
Assumptions	Annual Performance Plans and quarterly reports are submitted on time and the information contained therein is reliable.
Disaggregation of beneficiaries	Not applicable to entities and compilation of performance reports
Spatial transformation	The HDA and SHRA reports to address spatial transformation
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Parliament, Cabinet, Cluster and governance structures.
Indicator responsibility	CD: Regulatory Compliance

Indicator Title	Implementation of the Human Settlements Capacity programme
Definition	The indicator measures the implementation of the Capacity development programme to ensure the development of requisite capacity and capabilities for the Integrated Human Settlements Planning and Development Programme through: • Assessment of capacity required for implementation of the programme • Title deeds restoration training programme • Research on integrated human settlements programme • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework
Source of data	The sources of data are: • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP and PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation or Assessment	Human Settlements Capacity Programme
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	100% implementation of the Human Settlements Sector Capacity Development Programme
Indicator responsibility	COO

PROGRAMME 5: Affordable Housing Programme	
Indicator Title	**Responsive policies and programmes**
Definition	The Improved Housing and Human settlements programmes refers to development and review of the policies and programmes. Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code whilst Policy Framework would cover macro policies that relates to the development of policy foundation. This would cover White Papers, Green Paper and policies to amend existing legislation.
Source of data	Existing policies, Sustainable development Goals, Other Sector Policies, Research reports, Evaluation reports, policy position papers, DPME - Evidence Map, Programme performance appraisals and market activity appraisals
Method of calculation or Assessment	Revised individual Housing Subsidy Policy
Assumptions	• Clear policy priorities/ directives and direction from the executive • Research reports, evaluation reports, position papers and other information is available • Sufficient Capacity to research, develop, consult, approve policies and programmes • Provinces, Municipalities, entities and other stakeholders available for policy consultation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	All policies and programmes are developed to spatially target all settlements including the 94 Priority Housing Areas and make an on impact spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Reporting cycle	Annual
Desired performance	Provinces and Municipalities supported with responsive policies for sustainable human settlements
Indicator responsibility	DDG: Human Settlements Delivery Frameworks

Indicator Title	FLISP subsidies disbursed monitored
Definition	FLISP subsidies disbursed monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports, NHFC reports and Provincial Business Plan
Method of calculation or Assessment	Subsidies disbursed
Assumptions	Reliable and verifiable data will result in good decision making within the sector
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	To monitor and verify reported performance of all FLISP subsidies disbursed
Indicator responsibility	DDG: Programme and Project Management Unit

Indicator Title	Number of evaluation studies conducted
Definition	Evaluation studies measuring the Impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments
Source/collection of data	Provincial Department of Human Settlements, Municipalities and Beneficiaries
Method of calculation	Qualitative and quantitative
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of Beneficiaries (where applicable	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social, and environmental effects of human settlements programmes and projects
Indicator responsibility	DDG: Programme Project Management Unit

Indicator Title	Full compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/regulations (PFMA, Treasury Regulations and Guidelines). Coordination of the Department's appearance before Committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures.
Source of data	Annual report of NHFC Annual Performance Plan for NHFC Compliance report on compliance of SHRA
Method of calculation or Assessment	Annual report for NHFC tabled. Annual Performance Plan for NHFC tabled. 1 Compliance report on compliance of NHFC prepared and submitted.
Assumptions	Annual Performance Plans and quarterly reports are submitted on time and the information contained therein is reliable.
Disaggregation of Beneficiaries	Not applicable to entities and compilation of performance reports
Spatial Transformation	The HDA and SHRA reports to address spatial transformation
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Parliament, Cabinet, Cluster and governance structures.
Indicator responsibility	COO

Indicator Title	Implementation of the Human Settlements Capacity Programme
Definition	The indicator measures the implementation of the Capacity development programme to ensure the development of requisite capacity and capabilities for the Integrated Human Settlements Planning and Development Programme through: • Assessment of capacity required for implementation of the programme • Title deeds restoration training programme • Research on integrated human settlements programme • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework
Source of data	The sources of data are: • MTSF priorities • Capacity development strategy and plan; • Reports on capacity development from provincial departments, municipalities, Entities and the NUSP, PHP units; • Quarterly progress reports • Capacity development Task Team minutes
Method of calculation or Assessment	Human Settlements Capacity Programme implementation
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	100% implementation of the Human Settlements Sector Capacity Development Programme
Indicator responsibility	COO

ANNEXURES

THE STRATEGIC PLAN

ANNEXURE A:
DISTRICT DEVELOPMENT MODEL

All Human Settlements projects are initiated locally i.e. within a municipality in a district. Such projects are required by the Housing code to have been approved by the Municipal Council i.e. in their IDP and in line with their spatial development framework. The province through the MEC responsible for Human Settlements can approve projects in which Housing Capital Subsidies are to be approved to qualifying beneficiaries. In all respects the Human Settlements policy requires that local Housing, shelter and basic services are prioritised in the development of Human Settlements projects. In advancing the District Development Model the Department places emphasis on inter-governmental project planning, budgeting and implementation coordination to ensure alignment of bulk and link infrastructure to ensure integrated development. A list of approved projects is contained in the provincial annual business (delivery) plans as required by DORA.

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