



human settlements

Department:  
Human Settlements  
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

**2015-2016**







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## Foreword

The National Development Plan (NDP) places a responsibility on government on the need to fast track the delivery of housing and improving the living conditions of citizens. In response to the Constitutional mandate and the call by the NDP to integrate settlements and develop in strategic and well located areas, the department has prioritised the delivery of houses using different tenure types with special emphasis on integration and densification. The 2014 -2019 Medium Term Strategic Framework prioritises the delivery 1,5 million housing opportunities in partnership with the private sector, all stakeholders and communities. The human settlements development programme will in the next five years (2015-2020) be a catalyst for transforming the national space economy in order to achieve measurable results by 2030. The delivery approach will focus on mega projects of integrated housing mix to cater for different incomes levels and needs. These will include houses for the indigent, gap housing, rental units, social housing and serviced stands and will ensure integration of different income groups, different races and lead to the building of a South Africa that truly belongs to all.

In the next five years 2015-2020, the Department will lay a foundation for transforming the functioning of human settlements and the workings of the space economy by focusing on reforms aimed at achieving better spatial targeting by:

- Ensuring that poor households have decent housing in better living environments
- Supporting the development of a functionally and equitable residential property market and improving institutional capacity and coordination.
- Facilitating institutional capacity building programmes through the accreditation process
- Ensuring the improved coordination environment for human settlements development

In order to track progress and measure spatial transformation in the creation of human settlements, data collection instruments will be enhanced to align with the new priorities.



Lindiwe Sisulu  
Executive Authority



## 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 Mr. Thabane Zulu (Director General).
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Human Settlements is responsible.
- Accurately reflects the strategic outcome oriented goals and objectives which the Department of Human Settlements will endeavour to achieve over the period 01 April 2015 to 31 March 2020.

Nyameko Mbengo  
Chief Financial Officer

Signature:



William Jiyana  
Head Official responsible for Planning

Signature:



Thabane Zulu  
Accounting Officer

Signature:



Lindiwe Sisulu  
Executive Authority

Signature:



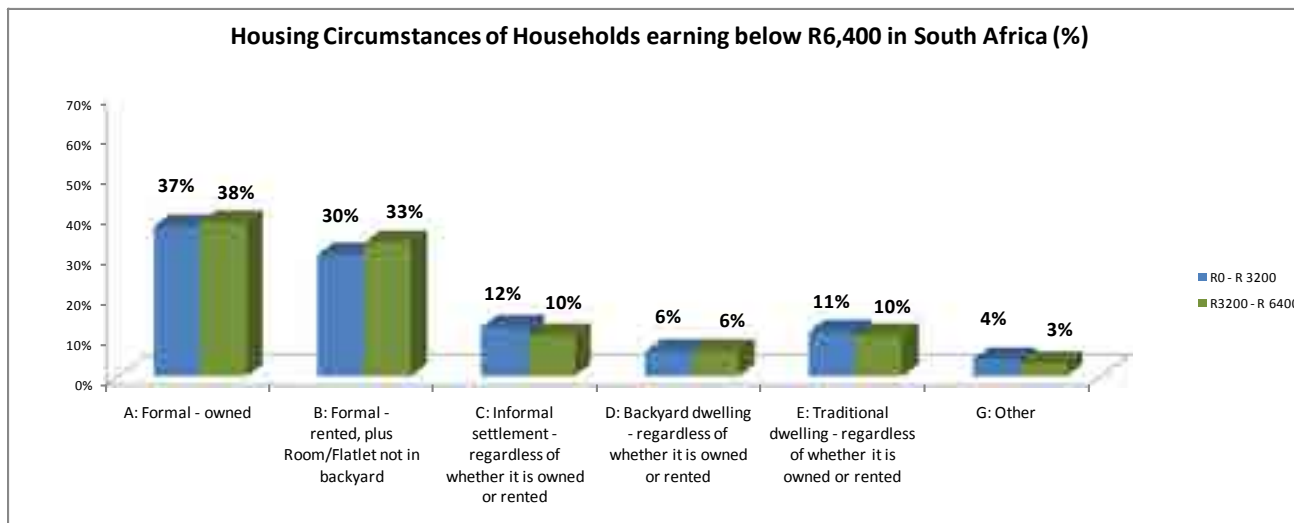
# 1 Strategic Overview

## 1.1 Updated Situational Analysis

### 1.1.1 Housing circumstances in South Africa

Census 2011 indicates that there are 44% of households in South Africa who earn below R 3,200 per month and a further 19% who earn between R 3,200 and R 6,400. The housing circumstances of these households are shown in the figure below.

*Figure 1: Housing circumstances of households earning below R6,400 in South Africa*



Source: SA Census, 2011

As is evident in the figure more than two thirds are living in formal circumstances either on an ownership or rental basis. Particularly in the income category below R 3,200 in respect of ownership, this is as a result of the governments housing subsidy programme. However there is still significant percentages that are living in informal conditions either in informal settlements, backyard or traditional dwellings.







The 2011 Census indicates that there are approximately 1.25 million households or 8.6% of all households in South Africa living in an informal settlement. A further 700,000 households or 5% of all households live in backyard rental and 1,1 million or 8% in traditional dwellings. These households need government's assistance to improve their housing conditions.

It is noted that there are:

- 2.1 million households or 14.5% of households making up the official housing backlog<sup>1</sup>.
- In addition there are 1.9 million or 13.3% households who are on government waiting lists for housing<sup>2</sup>.

It is increasingly being recognised that using housing circumstance from the Census is a more accurate basis by which to determine the number of households that need to be assisted by government.

There are a number of key macro-economic factors that will impact housing and human settlements development. The key issues noted include:

- **Unemployment:** Unemployment remains high - 25.4 during the third quarter of 2014. High unemployment is a cause for concern in South Africa and gives an indication that the large number of South Africans will still rely on government for the maintenance of their livelihood including housing assistance.
- **Inflation:** Overall inflation was in the third quarter remained high 5.9% in October 2014. Producer price inflation had declined from 7% growth to 6.7% in October 2014. As a lead indicator for overall inflation, there are possibilities that the overall rate of inflation will decline as well. Nevertheless, as inflation remain positive, it generally mean that household's disposable income will continue to be eroded thereby reducing the standard of living as the same level of income keeps affording fewer goods.
- **Building costs:** According to the Medium-Term Forecasting Associates, the Haylett Index (Work Group 180, lump-sum domestic buildings), which is a reflection of builders' input costs, rose by 6.4% on average in 2013. A rise of 6.7% was recorded in the year to August 2014 and it is expected to rise to an average of 6.9% in 2014. This means it will cost more to build the same size of a house thereby reducing the value capital investments made in the building industry.

<sup>1</sup> National Development Plan of 2012

<sup>2</sup> StatsSA, 2012. Census 2011

- **Financial Environment:** After a long period of stable cost of credit, the South African Reserve Bank has increased the repo rate by 50 basis points (5.5%) following its meeting in January 2014. The prime interest rate asked by commercial banks also was raised to 9% (SA Reserve Bank, 2014). This decision meant that the pressure on disposable income for individuals with mortgages and other forms of credit exposure also ticked-up. This took place in an environment of low and declining credit extension, gross fixed capital formation, particularly from the private sector which is significantly below what is required. Capital outflows and sustained current account deficit also exacerbate the difficulties that lie ahead according to the SA Reserve Bank (SA Reserve Bank, 2014). These are indications that chances to finance more development are expected to be limited going forward.
- **Vulnerability of the Low Income Earners and Access Credits:** Despite the stable cost of credit during 2013, many low income earners struggled to access credits. Percentage of application rejected increase from 53% to 57% while the level of indebtedness remains beyond 75%. High level of impaired credit record presents evidence of vulnerability of low income earners to access credit particularly mortgage loans which is the main form of funding housing development. This impacted mainly on low income earners as 99% of the value of all mortgage loans was granted to those earning R10,000 and above according to National Credit Regulator. Informa-

tion from National Credit Regulator (NCR) further shows that access to mortgage for those individuals with gross monthly income up to R10,000 declined by 60% from 2009 to 2013, while access for those with gross monthly income from R10,001 to R15,000 increased by 14% from 2009 to 2011 and thereafter declined by 45.3% to 2013. The yearly average value of mortgage agreement for the government supported gap-market during this period (2009 and 2013), increased by 97.8% which is an indication that housing development through long term mortgages is continually picking the top cream of this market thereby leaving those at the bottom severely unattended. Although this problems appear as a challenge of access to finance, the source of the problem could be developers continuously providing and or pricing housing product in such a way that it is out of reach at the bottom end of the low income market. This calls for a shift from long term mortgages to short-term loans as viable instruments to finance housing development for low income earners. The FLISP policy does provide a platform for this approach.

## 1.2 Performance Delivery Environment

The table below sets out housing delivery through the national housing programme since 1994. As is evident in the table in the last 20 years 3,7 million houses have been delivered through the programme. This is a significant achievement that has received worldwide recognition.





*Table 1: Housing delivery over the last 20 years*

Year	Serviced Sites Completed	Houses/Units Completed	Total Housing Opportunities
1994/1995	60,820	60,820	60,820
1995/1996	74,409	74,409	74,409
1996/1997	129,193	129,193	129,193
1997/1998	209,000	209,000	209,000
1998/1999	12,756	235,635	248,391
1999/2000	161,572	161,572	161,572
2000/2001	19,711	170,932	190,643
2001/2002	143,281	143,281	143,281
2002/2003	82,286	131,784	214,070
2003/2004	42,842	150,773	193,615
2004/2005	87,284	148,253	235,537
2005/2006	109,666	134,023	243,689
2006/2007	117,845	153,374	271,219
2007/2008	82,298	146,465	228,763
2008/2009	68,469	160,403	228,872
2009/2010	64,362	161,854	226,216
2010/2011	63,546	121,879	185,425
2011/2012	58,587	120,610	179,197
2012/2013	45,698	115,079	160,777
2013/2014	48,193	105,936	154,129
<b>TOTAL</b>	<b>903,543</b>	<b>2,835,275</b>	<b>3,738,818</b>

*Source: Department of Human Settlements, 2014, Celebrating 20 Years of Human Settlements: Bringing the Freedom Charter to Life*

As indicated in the table below, currently there are approximately 11,000 housing projects are currently being implemented.

*Table 2: Housing projects underway*

Province	Completed	Not Started	Running	Slow Moving	Unaccounted	Total
Eastern Cape	472	155	340	103		1 070
Free State	705	190	266	443		1 604
Gauteng	213	335	522	503		1 573
KwaZulu-Natal	237	84	358	340		1 019
Limpopo	398	344	188	320		1 250
Mpumalanga	1 570	71	230	4		1 875
Northern Cape	260	39	98	142		539
North West	212	97	154	178		641
Western Cape	716	206	304	361		1 587
Unaccounted					11	11
<b>TOTAL</b>	<b>4 783</b>	<b>1 521</b>	<b>2 460</b>	<b>2 394</b>	<b>11</b>	<b>11 169</b>

*Source: Department of Human Settlements 2014*

The 20 Year Review by the Presidency indicates that over the past 20 years:

- Approximately 12.5 million people were provided access to accommodation and a fixed asset.
- About 56 percent of all subsidies were allocated to woman headed households.
- The post-1994 Government Housing Programme constitutes about 24 percent of the total formal housing stock in the country, and was recognised by the United Nations Human Settlements Programme (UN-Habitat) with an award in 2003.

- About 353 666 rental units of the previous government were transferred into ownership of tenants.
- Since 1994, the national Department of Human Settlements has spent R125 billion (at 2010 prices) on housing and human settlement development, while R16 billion has been spent by other government agencies on other infrastructure projects for redeveloping human settlements.
- The capital investment by the state has created 1.29 million direct, indirect and induced person-year jobs, and the operational investment has created a further 10 800 jobs.
- The growth of the average price of houses in the market, including for the affordable or gap market, has been fivefold over the 20 years.
- More than 10 739 communities in 968 towns and cities across the country benefitted from the Government Housing Programme,

The 20 Year review indicates that housing policy has shifted from a narrow and simplistic one size fits all focus (the RDP prototype house) to a more flexible and pragmatic approach of a set of subsidy instruments (some 17 new subsidy programmes) allowed for improved responsiveness to different urban and rural regional conditions. The result of this flexible use of subsidies, like those to address the upgrading of informal settlements, has created new ways in which ordinary citizens are able to negotiate access to housing opportunities within the national housing programme.

In a bid to lessen the burden on the state, new methods of housing delivery have been introduced, including the Social Housing Programme (SHP) which has thus far delivered an estimated 30,000 new housing opportunities for many low and moderate income households. Large scale, mixed income, mixed type and mixed tenure housing development which fall under the Mixed Housing Development Programme (integrated residential development programme 2?), have been endorsed by national government as part of the new models designed under the National Housing Strategy's Breaking New Ground policy.

The 20 Year Report further notes that the progressive public investment into housing for the very poor has enabled a wave of private investment in housing, both by beneficiary and other households, as well as the private finance sector and this according to the report has dramatically improved the quality of human settlements. The delivery of 5 677 614 formal houses by government and the private sector resulted in a shift in the number of people living in formal housing from 64% in 1996 to 77.7% in 2011.

The formal housing market has trebled in value over the last 20 years reaching a collective value of some R3 trillion. Government says the achievements made on housing since 1994 has been significant in that an estimated value of the property market based on state housing investment is approximately R300 billion.

Despite the significant progress made thus far, delivery through the national housing programme has not been suf-







ficient enough to meet the need for housing support by government (see section 1.5.1). As a result there remain large numbers of households living in informal conditions both in informal settlements and backyard rental. In addition there are key challenges and limitations that inhibit the effective functioning of the human settlement sector as detailed in section 1.5.3 below.

Currently the human settlement sector faces a number of key challenges and limitations that are entrenched and are severely inhibiting the supply of appropriate housing products and the effective functioning of the sector. Key challenges include the following<sup>3</sup>:

- **Access to bulk Infrastructure:** Municipalities are responsible for developing and financing bulk infrastructure, the costs of which are traditionally recouped through imposing development charges on new housing development. Bulk infrastructure development is not occurring in a manner that supports and unlocks land for housing development. Bulk infrastructure is either not available because of a lack of funding or as a result of planning delays. In the short term, this affects the ability of developers to obtain service agreements for new developments, and in some cases leads to broken agreements that threaten project feasibility and developer sustainability. In the medium to long term, it threatens the sustainability of human settlements.

<sup>3</sup> Adapted from Financial and Fiscal Commission, *Options analysis: Alternative paradigms for housing delivery in South Africa, Final Report, October 2012*

- **Rehabilitation of the infrastructure network in existing formal areas including the capacity to densify:** Municipalities in South Africa are not making adequate provision for the long-term preventive maintenance, refurbishment and eventual replacement of their infrastructure. In the medium term this impacts on the sustainability of existing residential areas and of the ability to densify such areas.
- **Lack of access to incremental end user finance:** For individuals earning below R3,500 per month or who are not formally employed, the only form of end user finance for purchasing or upgrading a house that is accessible are incremental or small loans. However the cost of such unsecured debt is high. Further high levels of unemployment and indebtedness (see below) restricts the ability of individuals to access such funding.
- **Lack of access to affordable end user mortgage finance:** Mortgage finance is only affordable to households earning above approximately R 7,000. For a range of reasons financial institutions are reluctant to extend mortgage finance for housing, as they focus their limited capital on other asset classes.
- **High levels of household indebtedness:** Household indebtedness is extremely high. This leaves little disposable income and constrained affordability for additional credit, and over-extends those with high proportions of household debt.

- **Limited access to land for lower income housing:** There is limited access to well-located land largely due to the costs of and difficulties in accessing well-located state land and acquiring well-located private land, due to a lack of appropriate fiscal instruments and incentives.
- **Extended period for municipal planning and proclamation approvals:** There is an extended period for municipal planning and proclamation approvals due to onerous regulatory requirements and inadequate capacity within municipalities. This increases the cost of development and undermines the viability of projects.
- **Land use municipal regulation (subdivision and adding of rental units):** There are extensive delays in respect of zoning approvals and issuing development rights, which causes extensive delays and inhibits the densification of existing residential areas.
- **Backlogs in registered ownership:** A study by Urban Landmark (2012) reveals that the registration of title to subsidy properties in favour of beneficiaries is not happening in approximately one third of cases. The study estimates that just over one third (35%) of all houses delivered through the housing subsidy scheme have not been provided with a title deed, amounting to approximately one million housing subsidy beneficiaries.
- **Informal settlements:** The existence of informal settlements and the low quality of housing and marginali-

sation in respect of access to public services, municipal management and urban facilities to their occupants is a key challenge. Over the past five years there has been increasing government support to address this challenge through the upgrading of informal settlements. To this end the National Upgrading Support Programme has been established to support municipalities to undertake this.

- **The compact city:** South African cities are characterised by an inefficient and inequitable spatial structure that comprises very low densities, the poor located on the periphery of the city often in areas that are marginalised and a lack of cost effective transport systems. Towns and cities are fragmented, imposing high costs on households and the economy. Increasingly there is recognition that the spatial intervention to address this issue is linked to the creation of affordable transportation networks that link low income residential areas to cities.
- **Weak spatial planning:** South Africa's intergovernmental system of spatial planning has been slow to develop and coordination is often very poor. The complex division of powers and functions between the three spheres of government has contributed to the problem, as well as ambiguity in the Constitution as to who is responsible for this function. The legislation that regulates land use management has until recently been poor and has not provided an adequate guiding framework. As a result spatial plans are fragmented and uncoordinated.





ed and particularly at local government level often extremely poor<sup>4</sup>.

- **The existing housing market:** There is a recognition among stakeholders that the existing housing market is effective for upper middle and high income households (households earning approximately above R15,000 per month). However the housing market is currently not effective for lower middle and low-income households. In this regard there is a lack of access to serviced stands, housing products and end user finance.
- **Lack of delivery capacity:** Generally provinces and municipalities are severely constrained in their ability to structure and manage human settlement projects due to a lack of technical ability, political interference and slow procurement processes. This severely inhibits their ability to spend budget allocations and achieve delivery rates.

There is increasing recognition that government has insufficient resources to address the human settlement challenge facing South Africa on its own. Analysis by the Department of Human Settlements indicates that the current funding allocation is insufficient to deliver on its targets. Work undertaken by the Financial and Fiscal Commission supports this view. The National Development Plan proposes that the housing finance regime is reviewed in order to address this issue with a focus on the following:

- State support for housing should be prioritized to occur in inner cities and around transport hubs, corridors and economic nodes.
- State investment should be shifted from support for top structures to incentivize the acquisition of well-located land and support the development of the public environment needed for sustainable human settlements.

Most importantly there is a recognition that if government is to be successful it needs to form partnerships with the private sector, communities and nongovernmental organizations and to encourage and support individual household to take an active role in providing their own housing solution.

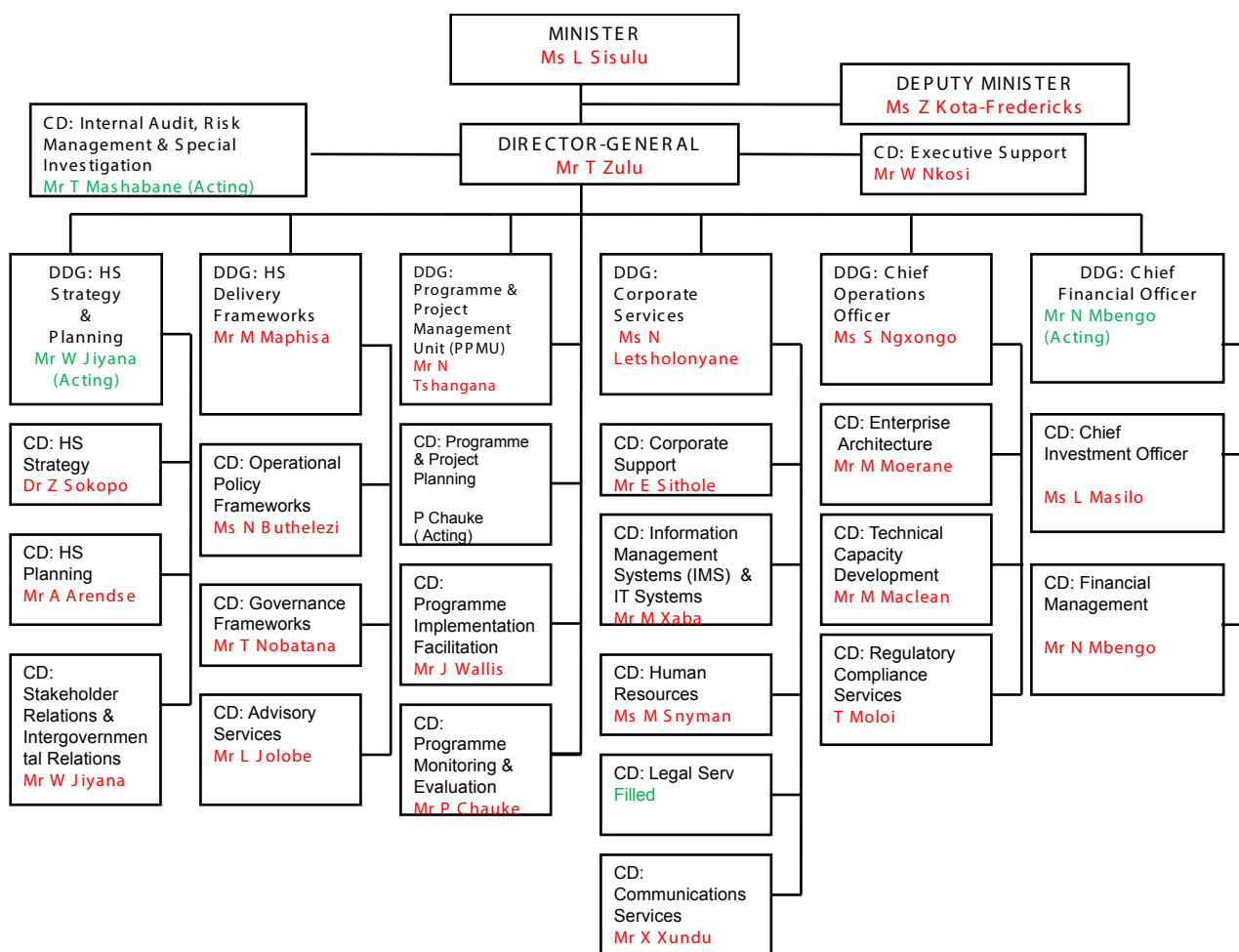
<sup>4</sup> National Development Plan

### 1.3 Organisational environment

The Department's macro-organisational structure reflects the key operational functions as well as the key support capacity for the effective delivery on the Department's mandate.

It should be noted that there is a need for the Department to realign the structure (as indicated in the current organogram above) to implement the MTSF targets as well as the Minister's pronouncements on the additional branches to the structure to deal with the Military Veteran housing provision;

Figure 2: Organisational structure







Special programmes that deals with Women and Youth Empowerment; and Strategic Partnerships (Stakeholder Management).

In order to activate the partnerships, the Minister is expected to enter into formal agreements with the following Ministries:

- CoGTA
- DRDLR
- Economic Development
- Environmental Affairs

The nature of the partnership will be in the form of Delivery Agreements, which are to be supported by Implementation Forums as guided by the DPME. The Implementation Forums are to meet on a quarterly basis to report on the progress. At National level there will be three structures, the first comprising of Ministers i.e. the Executive Implementation Forum, the second of DGs i.e. the Technical Implementation Forum and the third would be the operational structure i.e. the Operational Implementation Forum.

The private sector is also committed to working with government to improve service delivery, mobilise resources, build capacity and continuously provide feedback on implementation impediments. The Department has signed a Social Contract with the following Sectors:

- Private Sector i.e. Construction Industry; Mining Sector

and the Banking Sector;

- Civil Society Organisations;
- Professional Bodies and Practitioners; and
- Research Institutions

The Department does not have the required human resource capacity to monitor and evaluate the implementation of projects for the delivery of houses and upgraded sites in informal settlements. It has been proposed that in order to try and improve and augment such capacity, that the NDHS procure consultants in the form of Professional Resource Teams (PRTs).

The Department is also concluding the re-alignment of the functions to the structure. One key outcome will include strengthening the Monitoring and Evaluation capacity.

<sup>1</sup> The Constitution of South Africa, Act 108 of 1996

<sup>2</sup> Prevention of illegal Eviction from and Unlawful Occupation of Land Act No. 19 of 1998

## 1.4 Macro Performance Indicators

Table 3: Macro Performance Indicators

Macro Indicators	Strategic Goal or Programme Most Closely Linked to the Achievement Indicator	Target Estimates		
		2015/16	2016/17	2017/18
Clean Audit	<b>Programme 1: Administration</b> Purpose: Provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies	1	1	1
Revised Housing Act and Housing Code	<b>Programme 2: Human Settlements Strategy, Policy and Planning</b> Purpose: Manage the development of human settlement policies, strategies & planning	1	1	1
	<b>Programme 3: Programme Management Unit</b> Purpose: Build, oversee, support & monitor the sector institutional capability & capacity to deliver human settlement programmes & projects	.3 mill opportunities	.3 mill opportunities	.3 mill opportunities
	<b>Programme 4: Housing Development Finance</b> Purpose: Provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies	R30.9 bill	R35.2 bill	R35.2 bill



## 2 Revisions to Legislative & Other Mandates

There have been no significant changes to the legislative or other mandates for the Department of Human Settlements.

The mandate and core business of the Department of Human Settlements is underpinned by **Section 26 of the Constitution of the Republic of South Africa, 1996** which provides a specific definition of the term right to housing namely that:

Everyone has a 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 the court made after considering all the relevant circumstances.

In addition to the mandate derived from the Constitution, the Department of Human Settlements derives its responsibilities from **Section 3 of the Housing Act (1997)**. According to the Act, the Department must, after consultation with provinces and municipalities, establish and facilitate a sustainable national housing development process by:

- determining national policy, including national norms and standards, in respect of housing and human settlements development;

- setting broad national housing delivery goals;
- monitoring the performance of provinces and municipalities against housing budgetary and delivery goals;
- building the capacity of provinces and municipalities; and
- promoting consultation with all stakeholders in the housing delivery chain, including civil society and the private sector.

**The Housing Act, 1997 (Act No. 107 of 1997)** as amended in 1999 and 2001 upholds Section 26 of the Constitution. In addition, it outlines the following general principles which must be adhered to, encouraged and promoted by Government in fulfilling its responsibilities. Through these principles the need for individuals and other stakeholders to also play their role in fulfilling their own needs in accessing housing is introduced. The general principles include the following:

- The needs of the poor must be prioritised.
- The housing process should provide a wide choice of housing and tenure options, be economically and financially affordable and sustainable and be administered in a transparent and equitable manner.
- Housing development should create socially and economically viable communities.

- Government should encourage and support all individuals and community based bodies in fulfilling their own housing needs in a way that ensures skills transfer and community empowerment.
- The active participation of all relevant stakeholders in housing development should be facilitated.
- The gearing of Government investment in housing by additional finance and other investment by the private sector and individuals should be facilitated.
- The sustained protection of the environment should be promoted.





### 3 Overview of the 2015/16 Budget & MTEF Estimates

#### 3.1 Expenditure Estimates

Table 4: Overview of 2015/16 Budget and Expenditure Estimates (MTEF)

	2011/12	2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
Programmes R'000	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Estimate	Indicative allocation		
Administration	271 591	300 578	297 799	433 250	433 250	434 896	462 556	489 887
Human Settlements Policy, Strategy and Planning	60 914	63 200	73 328	86 988	86 988	74 447	79 367	83 880
Programme Delivery Support	91 879	113 586	81 344	183 502	183 502	169 891	176 346	182 340
Housing Development Finance	21 888 535	23 719 519	26 990 842	28 713 865	28 713 865	30 264 147	32 487 695	34 490 503
<b>Total</b>	<b>22 312 919</b>	<b>24 196 883</b>	<b>27 443 313</b>	<b>29 417 605</b>	<b>29 417 605</b>	<b>30 943 381</b>	<b>33 205 964</b>	<b>35 246 610</b>
<b>Economic classification R'000</b>								
<b>Current payments</b>	<b>428 036</b>	<b>473 297</b>	<b>454 542</b>	<b>696 548</b>	<b>696 548</b>	<b>686 958</b>	<b>726 875</b>	<b>765 321</b>
Compensation of employees	216 150	222 882	240 226	328 810	328 810	322 239	344 790	365 662
Goods and services	211 689	250 415	214 280	367 738	367 738	364 719	382 085	399 659
Interest and rent on land	197	-	36	-	-	-	-	-
Transfers and subsidies	21 881 070	23 718 484	26 979 746	28 706 891	28 706 891	30 252 440	32 474 896	34 476 889
Provinces and municipalities	21 388 514	22 787 238	26 105 232	27 669 053	27 669 053	28 857 020	31 059 868	32 883 466
Departmental agencies and accounts	484 074	912 808	864 648	1 023 241	1 023 241	1 385 507	1 404 416	1 582 283
Higher education institutions	-	3 090	3 949	4 499	4 499	-	-	-
Foreign governments and international organisations	462	1 279	1 075	1 113	1 113	1 150	1 211	1 272
Households	8 020	14 069	4 842	8 985	8 985	8 763	9 401	9 868
<b>Payments for capital assets</b>	<b>3 794</b>	<b>4 616</b>	<b>8 870</b>	<b>10 156</b>	<b>10 156</b>	<b>3 983</b>	<b>4 193</b>	<b>4 400</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	3 766	4 586	8 173	9 911	9 911	3 728	3 924	4 118
Software and other intangible assets	28	30	697	245	245	255	269	282
<b>Payments for financial assets</b>	<b>19</b>	<b>86</b>	<b>155</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>22 312 919</b>	<b>24 196 483</b>	<b>27 443 313</b>	<b>29 413 605</b>	<b>29 413 605</b>	<b>30 943 381</b>	<b>33 205 964</b>	<b>35 246 610</b>

## 3.2 Relating Expenditure Trends to Strategic Outcome Oriented Goals

Table 5: Strategic goals and objectives by programme

Strategic Goal	Programme & purpose	Strategic objectives
Provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies	<b>Programme 1: Administration</b> <u>Purpose:</u> Provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies	<ul style="list-style-type: none"> <li>• Consolidation of the Development Finance Institutions (DFI)</li> <li>• Intensify homeownership education programmes for the affordable housing market</li> <li>• Establish transactional support for affordable housing market</li> <li>• Monitor and reporting transactions in the secondary housing subsidy submarket</li> <li>• Collect, analyse and disseminate information on property trends and values in the affordable housing market</li> <li>• Issuing of title deeds form part of housing development process</li> <li>• Analysis of new housing units constructed in the entire residential property market</li> <li>• Fast track release of well-located land for housing and human settlements targeting poor and lower middle income household</li> <li>• Utilise various communication platforms to communicate about the strategic thrust of human settlements</li> </ul>
Development of human settlements policies, strategies & planning towards promoting adequate housing and improved quality living environments	<b>Programme 2: Human Settlements Strategy, Policy and Planning</b> <u>Purpose:</u> Manage the development of human settlement policies, strategies & planning	<ul style="list-style-type: none"> <li>• Develop policy and administrative systems that support individual transactions in the affordable secondary housing market</li> <li>• Strengthen programme for the accreditation of municipalities</li> <li>• Increase the supply of housing opportunities using different tenure types to ensure the diversity necessary to address social, economic and cultural needs</li> <li>• Increase Participation of stakeholders in housing development</li> <li>• Strengthen current mechanism to mobilise private sector to contribute to human settlements development</li> <li>• Develop horizontal and vertical consultative mechanisms among spheres of government</li> <li>• Review Planning System to achieve better spatial targeting</li> </ul>
Ensure that human settlement programmes and projects are executed in a manner that provide access to adequate housing in improved living environments for all	<b>Programme 3: Programme Management Unit</b> <u>Purpose:</u> Build, oversee, support & monitor the sector institutional capability & capacity to deliver human settlement programmes & projects	<ul style="list-style-type: none"> <li>• Build &amp; ensure institutional capabilities and capacity for execution &amp; delivery of transformed human settlements &amp; better spatial targeting</li> <li>• Develop bolder measures to execute &amp; implement sustainable human settlements provide access to adequate housing in improved living environments for all</li> <li>• Implement projects that ensures spatial, social and economic integration</li> <li>• Monitor &amp; evaluate the execution &amp; delivery of human settlement projects &amp; programmes to assess and report on the extent of access to adequate housing in improved living environments for all</li> </ul>
Provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies	<b>Programme 4: Housing Development Finance</b> <u>Purpose:</u> Provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies	<ul style="list-style-type: none"> <li>• Develop minimum standards and finance options for investment in public spaces</li> <li>• Diversify finance options and products for the affordable gap market in particular</li> <li>• Increase in the number of properties in the subsidy housing submarket entering the municipal rates roll</li> </ul>

## 4 Programme & Sub-Programme Plans

### 4.1 Programme One: Administration

**Enabling Goal: GOAL ONE: Provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies**

The purpose of the programme is to provide essential support services and promote leading organizational practice.

The strategic objectives are:

- Strategic leadership, Governance, and oversight in place and functional
- Financial management and internal controls in place and functional
- Administration and Operational support, systems and procedures (human resources, communication, internal audit, corporate support and legal services) in place and functional and effective promoting an internally cohesive and stable organisation

The programme will be structured as follows:

- Executive Support
- Internal Audit, Risk Management and Special Investigations

- Advisory Services
- Enterprise Architecture
- Corporate Support Services
- Legal Services
- Human Resources Management
- Information Management Systems and Information Technology (IMS)
- Communications
- Financial Management

Key activities to be undertaken will include the following:

- Provide executive support to the Office of the Director General
- Manage departmental risks, internal audit, and special investigation services/functions of the Department
- Advise on the project integration, quality assurance and provides assistance to the Portfolio Committee
- Oversee the enhancement of human settlement operations through effective enterprise architecture services
- Manage and provide financial support services



- Oversee and provisioning of Corporate Services
- Manage and coordinate maintenance of building facilities in line with Public Works guidelines

## 4.2 Programme Two: Human Settlements Policy, Strategy and Planning

Enabling Goal: GOAL TWO: Development of human settlements policies, strategies & planning towards promoting adequate housing and improved quality living environments

The purpose of the programme is to manage the development of human settlements policies and strategies.

The strategic objectives are:

- Development and review of Human Settlement Policies and Programmes to promote and ensure that there is access for all to adequate housing and improved quality living environments and effective coordination of spatial investment decisions
- Review, alignment and coordination of Human Settlement Planning between the three spheres of government to promote effective coordination of spatial investment decisions
- Development of strategies, research, information, incentives, stakeholder alignment and support for im-

proved human settlements outcomes

The programme will be structured as follows

- Operational Frameworks
- Governance Framework
- Human Settlements Strategy
- Stakeholder and IGR Engagement
- Human Settlements Planning

Key activities to be undertaken will include the following:

- Operational frameworks manage the development and maintenance of human settlements policy framework.
- Governance frameworks manage research and compliance with human settlements governance frameworks.
- Human settlements strategy manages the research and development of the human settlements macro strategy for the sector.
- Human settlement planning is responsible for managing human settlements planning frameworks and processes.
- Stakeholder coordination manages intergovernmental and sector relations and cooperation for the human settlements development.







- Coordinate and facilitate cooperation and collaboration in intergovernmental and sector-wide relationships with stakeholders in support of improved quality living environments.
- Improve human settlement outcomes.

### 4.3 Programme Three: Programme Management Unit

**Enabling Goal: GOAL THREE: Ensure that human settlement programmes and projects are executed in a manner that provide access to adequate housing in improved living environments for all**

The purpose of the programme is to oversee and support the execution of human settlements programme and projects.

The strategic objectives are:

- Build and ensure institutional capabilities and capacity for execution and delivery of transformed human settlements and better spatial targeting
- Develop bolder measures to execute and implement sustainable human settlements to provide access to adequate housing in improved living environments for all
- Monitor and evaluate the execution and delivery of human settlement projects and programmes to assess and report on the extent of access to adequate housing

in improved living environments for all

The programme will be structured as follows:

- Programme and Project Planning
- Programme Implementation Facilitation
- Programme Monitoring and Evaluation
- Public and Private Rental
- Technical Capacity Development
- Regulatory Compliance Services

Key activities to be undertaken will include the following:

- Manage the conceptualisation and planning of human settlement strategic programmes and projects
- Oversee and facilitate the implementation and facilitation of human settlement projects
- Manage and monitor the implementation of the special programmes
- Manage the development of the technical capacity in the human settlements sector
- Regulatory compliance services manage regulatory compliance services within the human settlement sector and provide oversight management over the Department's entities.

## 4.4 Programme Four: Housing Development Finance

**Enabling Goal: GOAL FOUR: Provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies**

The purpose of the programme is to provide funding for and monitor the delivery of all housing and human settlements programmes.

The strategic objectives are:

- Manage the housing and human settlement grants (USDG/HSDG) in line with approved grant frameworks
- The programme will be structured as follows:
- Chief Investment Officer

Key activities to be undertaken will include the following:

- Chief Investment Officer manages and mobilises sectoral resources and identify possible discriminating lending patterns by financial institutions.
- Human Settlements Development Grant reflects the conditional grant allocation that is transferred to all provinces. Funding to provinces is based on an allocation formula that takes housing needs, migration and development potential into account.

- Contributions make contributions to housing institutions. Funds are transferred on the basis of a ministerial approval of strategic and business plans.
- Rural Households Infrastructure Grant reflects the indirect conditional grant allocation for household infrastructure in rural areas for onsite water and sanitation solutions.
- Urban Settlements Development Grant reflects the conditional grant transferred to municipalities for infrastructure to support land production and the upgrading of informal settlements in metropolitan municipalities.



## 5 Programme Plans

### 5.1 Annual Performance Plan for MTEF Period 2015/16 – 2017/18

#### 5.1.1 Programme 1: Administration

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
1. Consolidation of the Development Finance Institutions (DFI)	1.1 Single DFI	3 DFI's (with review of HDA and NHBRC)	DFI Consolidation process applied	DFI's consolidated	DFI operational	Report on the implementation of the strategy to increase the supply of affordable housing
2. Intensify homeownership education programmes for the affordable housing market	2.1 Curriculum on the property market and homeownership for the subsidy housing market reviewed and improved	Existing Current Consumer Education Programmes and that which was agreed to in the FSC	Campaigns to increase awareness in homeownership education programmes in the affordable market intensified	Campaigns to increase awareness in homeownership education programmes in the affordable market intensified	Campaigns to increase awareness in homeownership education programmes in the affordable market intensified	Report on campaigns submitted
3. Establish transactional support for affordable housing market	3.1 Transactional support requirements and programmes in the affordable housing market developed		Requirements and Programme for transactional support developed	Support programme in the affordable housing market implemented.	Support programme in the affordable housing market implemented	Report on the transactional support programme
	3.2 Distribution of sales transactions in the affordable housing market monitored		Distribution of sales transactions in the affordable housing market monitored quarterly from 2015	Distribution of sales transactions in the affordable housing market monitored quarterly from 2015	Distribution of sales transactions in the affordable housing market monitored quarterly from 2015	Report on the monitoring of distribution of sales
	3.3 Estate Agencies operating in the affordable housing market		% increase of Estate Agencies operating in the affordable housing market	% increase of Estate Agencies operating in the affordable housing market	% increase of Estate Agencies operating in the affordable housing market	Report on the % increase of Estate Agencies operating in the affordable housing market
4. Monitor and reporting transactions in the secondary housing subsidy submarket	4.1 Transactions in the secondary housing subsidy submarket		Four quarterly reports on transactions in the secondary housing subsidy submarket	Four quarterly reports on transactions in the secondary housing subsidy submarket	Four quarterly reports on transactions in the secondary housing subsidy submarket	Report on transactions in the secondary housing subsidy submarket
5. Collect, analyse and disseminate information on property trends and values in the affordable housing market	5.1 Households in the affordable housing (particularly subsidy) market have access to biannual property valuation information		Bi annual reports on household property valuation information disseminated.	Bi annual reports on household property valuation information disseminated	Bi annual reports on household property valuation information disseminated	Bi annual reports on household property valuation information disseminated and published

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
6. Issuing of title deeds form part of housing development process	6.1 Title deeds issued to new homeowners in the subsidy submarket on occupation	To be determined based on the current 50% of processing	113 181 title deeds issued to new home owners in the subsidy market	113 181 title deeds issued to new home owners in the subsidy market	113 181 title deeds issued to new home owners in the subsidy market	Report on the number of title deeds issued to new home owners in the subsidy market
	6.2 New interim title deeds for informal settlements		Mechanism for security of tenure record for informal settlement upgrading			
	6.3 Backlog on title deeds eradicated	To be determine (Estimated between 900 000 - 1 495m	Scoping report to determine extent and funding methodology to eradicate backlog approved	450 000 title backlog eradicated	450 000 title backlog eradicated	Report
	6.4 All new title Deeds for subsidy submarket endorsed consistent with policy	Existing Policy and Housing Code	See 51.1 above			
7. Analysis of new housing units constructed in the entire residential property market	7.1 Trends in the residential building plans passed by municipalities and completed housing units reported		4 quarterly reports on trends in the residential property market	4 quarterly reports on trends in the residential property market	4 quarterly reports on trends in the residential property market	Annual report on trends in the residential property market
			Annual analysis report on trends in the residential property market published	Annual analysis report on trends in the residential property market published	Annual analysis report on trends in the residential property market published	Annual analysis report on trends in the residential property market published
	7.2 Trends in new NHBRC enrolments		Four quarterly reports on trends in new NHBRC enrolments	Four quarterly reports on trends in new NHBRC enrolments	Four quarterly reports on trends in new NHBRC enrolments	Four quarterly reports on trends in new NHBRC enrolments
8. Fast track release of well-located land for housing and human settlements targeting poor and lower middle income household	8.1 Hectares of well-located land rezoned and released for new developments		10'000 hectors identified through sector departments 10'000 hectors identified through sector departments	5000 hectors of land rezoned and released for development	5000 hectors of land rezoned and released for development	Report on the rezoned and released for development
9. Provide effective and efficient communication service to ensure the understanding of the MTSF	9.1. Develop and implement a communication strategy		Communication Strategy for the understanding of the MTSF implemented	Communication Strategy for the understanding of the MTSF implemented	Communication Strategy for the understanding of the MTSF implemented	Report on the implementation of the communication strategy
10. Utilise various communication platforms to communicate about the strategic thrust of human settlements	10.2. 2 million consumers reached between 2014 – 2019		Various communication platforms utilised to communicate HS strategic thrust	Various communication platforms utilised to communicate HS strategic thrust	Various communication platforms utilised to communicate HS strategic thrust	Report on the communication about the human settlements thrust



### 5.1.2 Programme 2: Human settlement strategy, policy and planning

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
11. Evaluate, review and improve existing housing instruments and subsidy regime to better direct housing and human settlement investments, fast track delivery and ensure affordability and diversity of the product and finance options	11.1 Current policies and programmes evaluated, reviewed, consolidated and new policies and programmes developed	White Paper on Housing	Green Paper on Human Settlements approved	White Paper on Human Settlements	Human Settlement Code Developed	All new and revised policies and programmes will be approved to the following projected schedule
	11.2 Policy Programmes reviewed and developed	Housing Code	Number of current policies and programmes reviewed <ul style="list-style-type: none"> <li>• Allocations Policy Reviewed</li> <li>• Sales Restrictions policy foundation developed</li> <li>• CRU policy reviewed</li> </ul>	Number of current policies and programmes reviewed	Number of current policies and programmes reviewed	Implementation guidelines for PHP approved, Cooperatives, FLISP reviewed
			<ul style="list-style-type: none"> <li>• Number of new policy programmes developed</li> <li>• Policy foundation for the consolidation of DFIs developed</li> <li>• Capacity building policy programme developed</li> <li>• USDG Policy approved</li> </ul>	Number of new policy programmes developed	Number of new policy programmes developed	USDG Policy approved
	11.3. A coherent and inclusive approach to land for human settlements developed	Housing Development Act and Regulations	Policy for coherent and inclusive approach to land for human settlements developed and approved	Regulations and incentives for housing and land use management revised Strategy for land acquisition developed	Strategy for land acquisition revised	Policy for coherent and inclusive approach to land for human settlements developed and approved
	11.4. Evaluation of key human settlements strategic thrusts	National Development Plan	Evaluations for improved human settlements conducted (Access and Social Housing)	Evaluations for improved human settlements conducted (Affordable housing)	Evaluations for improved human settlements conducted (UISP 3 Year Impact Evaluation: 2017)	Evaluation report
	11.5. Housing finance regime revised	Housing Finance Framework	Revisions on Human settlements and Housing Finance frameworks	Options for financing human settlements developed	Options for Human Settlements Finance approved	Frameworks for existing grants revised and approved

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
	11.6. Housing Act amended and Human Settlements Legislation approved	Housing Act	Consultation on rational for amending the Housing Act and draft Housing Act reviewed (i.e.Current Clause 8 etc)	Referral of amendments for approval	Housing Act amended and Human Settlements Legislation approved	Housing Act amended and Human Settlements Legislation approved
	11.7. Mining Towns Strategy (A special Strategy for mine worker housing)	No Special Strategy in Place	Operationalisation of the mine worker strategy implemented	Operationalisation of the mine worker strategy implemented	Operationalisation of the mine worker strategy implemented	Report on the implementation of the mine worker strategy
	11.8. Rental Strategy (Backyard rental Strategy)	Draft Position Paper by SALGA	Back yard Policy programme referred for approval	Back yard Policy Programme implemented	Back yard Rental policy programme monitored	Rental Strategy included in the overall Human Settlements Strategy
12. Develop policy and administrative systems that support individual transactions in the affordable secondary housing market	12.1 Policy and administrative systems that support individual transactions in the affordable secondary housing market developed		Policy and administrative systems that support individual transactions in the affordable secondary housing market developed			
13. Strengthen programme for the accreditation of municipalities	13.1 Municipalities assessed and recommended for various level of accreditation and assignment	None	Six municipalities assessed for accreditation	Six municipalities assessed for accreditation	Six municipalities assessed for accreditation	Report on 21 municipalities assessed and recommended for accreditation level 1 , level 2 and or assignment
14. Develop a monitoring and support programme for municipalities that have been accredited	14.1 Post-assignment and Post-accreditation monitoring and support programme implemented	Capacity Compliance Assessment Panel	Monitoring of the support programme for accredited municipalities implemented	Monitoring of the support programme for accredited municipalities implemented	Monitoring of the support programme for accredited municipalities implemented	Report on the implementation of the Monitoring of the support programme for accredited municipalities implemented
15. Increase the supply of housing opportunities using different tenure types to ensure the diversity necessary to address social, economic and cultural needs	15.1 Implementation Strategy to increase the supply of housing opportunities for affordable housing market developed		Implementation Strategy to increase the supply of affordable housing			Strategy to increase supply of affordable housing completed
	15.2 Institutional capacity for PHP to support informal settlement upgrading and rural housing enhanced	Policy and programme for PHP cross referenced to NUSP and HDA programmes framed	Consolidation of the institutional capacity for PHP and all Informal Settlement Upgrading support programmes completed			Institutional capacity for PHP completed.
	15.3 Programme to support community-based, cooperatives, non-profit rental and self-built housing developed	White Paper on Housing Act	Programme to support community-based, cooperatives, non-profit rental and self-built housing developed			Programme to support community-based, cooperatives, non-profit rental and self-built housing developed

**Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.**

Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
16 Increase Participation of stakeholders in housing development	16.1 50 community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Social Contract	Annually review progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Annually review progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Annually review progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Report on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development
17 Strengthen current mechanism to mobilise private sector to contribute to human settlements development	17.1 Mechanism and incentives to mobilise and increase private sector participation is developed	MOU's	Apply approved plan to mobilise private sector to contribute to human settlements	Apply approved plan to mobilise private sector to contribute to human settlements	Apply approved plan to mobilise private sector to contribute to human settlements	Report annually on the plan to mobilise private sector to contribute to human settlements
	17.2 Develop mechanism to track employer assisted housing both in the public sector and in the private sector; including commitments in the SLP's as per the Mining Charter	Mining charter	Employer assisted housing both in public and private sector including commitments in the mining charter applied	Employer assisted housing both in public and private sector including commitments in the mining charter applied	Employer assisted housing both in public and private sector including commitments in the mining charter applied	Report on employer assisted housing both in public and private sector including commitments in the mining charter applied
18 Develop horizontal and vertical consultative mechanisms among spheres of government	18.1 Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration		Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration	Annually review Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration	Annually review Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration	Report on multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration
	18.2. Inter-sectoral collaboration agreements signed and implemented		Progress report on the implementation of Inter-sectoral collaboration agreements	Progress report on the implementation of Inter-sectoral collaboration agreements	Progress report on the implementation of Inter-sectoral collaboration agreements	Report on enhanced consultative mechanism framework

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
19 Review Planning System to achieve better spatial targeting	19.1 Set of overarching principles and norms for housing and human settlements spatial development completed		Set of overarching principles and norms for housing completed	Set of overarching principles and norms for human settlements spatial development completed		
	19.2. Housing Programme and related Human Settlements spatial investment framework to guide coordination of spatial investments developed		Housing and related Human settlements spatial investment framework- to guide wider coordination of spatial investment – approved			
	19.3. Integrated Housing and related Human settlements planning system developed		Housing and related Human Settlement planning system developed and approved		Housing and human settlements component of the National Spatial development Framework, under the auspices of SPLUMA by direction of DRDLR	
	19.4. Housing and related Human Settlements component contributing to a National Spatial mechanism to coordinate existing grants for targeted spatial interventions developed		Housing and Human Settlements Grant framework restructured			



### 5.1.3 Programme 3: Programme Management Unit

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
20. Build & ensure institutional capabilities and capacity for execution & delivery of transformed human settlements & better spatial targeting	20.1 Number(2 200) of informal settlement upgrading assessed		460 Informal settlements assessed	460 Informal settlements assessed	460 Informal settlements assessed	Assessment reports for 460 informal settlements
	20.2 Number (2 200) of informal settlement upgrading plans developed	360 Informal settlement upgrading plans developed	460 Informal settlement upgrading plans developed	460 Informal settlement upgrading plans developed	460 Informal settlement upgrading plans developed	Upgrading Plans for 460 informal settlements
	20.3 Number (750 000) of households benefitting from informal settlements upgrading	447 780(cumulative since 2010, excludes sites for new houses)	150 000 households upgraded to phase 2 of the UISP programme	150 000 households upgraded to phase 2 of the UISP programme	150 000 households upgraded to phase 2 of the UISP programme	Number of households benefitting from informal settlements upgrading
	20.4 Informal Settlement Capacity Building Programme		Implementation of Capacity Building Programme in 10 municipalities	Implementation of Capacity Building Programme in 10 municipalities	Implementation of Capacity Building Programme in 10 municipalities	Report on Capacity Building Programme course
	20.5 Number of affordable Rental Housing units	5000	14 400 affordable Rental Housing units	14 400 affordable Rental Housing units	14 400 affordable Rental Housing units	Number of affordable Rental Housing units delivered
	20.6 Number of Restructuring Zones approved for the development of Social Housing Projects	13 Approved Restructuring Zones	55 Restructuring Zones approved for the development of Social Housing Projects	No target	No target	Approved Restructuring Zones
21. Develop bolder measures to execute & implement sustainable human settlements provide access to adequate housing in improved living environments for all	21.1. Guideline Framework for testing the project readiness	None	Implementation of the Guideline Framework for testing the project readiness	Review Approved Guideline Framework for testing the project readiness	Approved Guideline Framework for testing the project readiness	Draft Guideline Framework for testing the project readiness
	21.2. Number of planned catalytic projects that addresses spatial, social and economic integration	None	10 planned catalytic projects that addresses spatial, social and economic integration	10 planned catalytic projects that addresses spatial, social and economic integration	10 planned catalytic projects that addresses spatial, social and economic integration	Number of planned catalytic projects that addresses spatial, social and economic integration
	21.3. Number of housing opportunities planned and assessed	None	250 000 housing opportunities planned and assessed	300 000 housing opportunities planned and assessed	350 000 housing opportunities planned and assessed	Number of housing opportunities planned and assessed for implementation
	21.4. Number of planned Mining Towns intervention	None	22 planned Mining Towns interventions	22 planned Mining Towns interventions	22 planned Mining Towns interventions	Quarterly mining towns intervention report

**Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.**

Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
22.. Monitor & evaluate the execution & delivery of human settlement projects & programmes to assess and report on the extent of access to adequate housing in improved living environments for all	22 .1. Revised Monitoring and Evaluation Framework	Approved Monitoring and Evaluation Framework	Status Report on the implementation of the approved revised Monitoring and Evaluation Framework	Status Report on the implementation of the approved revised Monitoring and Evaluation Framework	Status Report on the implementation of the approved revised Monitoring and Evaluation Framework	Reports on the implementation of the approved revised Monitoring & Evaluation Framework  Revised Monitoring & Evaluation Framework
	22.2. Percentage of projects financed from the Human Settlements Development Grant and Urban Settlements Development Grants Conditional verified in terms of performance and status	5% of running projects monitored through physical site visits	75% of running projects monitored through physical site visits and other verification methodologies	100% of running projects monitored through physical site visits and other verification methodologies	100% of running projects monitored through physical site visits and other verification methodologies	Reports on the performance of Provinces and Metropolitan Municipalities on the implementation of human settlements programmes and project
			4 Quarterly reports on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement	4 Quarterly reports on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement	4 Quarterly reports on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement	Reports on the implementation of the Human Settlements Programme of Action Delivery Agreement
	22.3. Number of studies on the impact of selected human settlements programmes	2 reports on the impact of selected human settlements programmes	2 reports on the impact of human settlements programmes	1 report on the impact of human settlements programmes	1 report on the impact of human settlements programmes	Report on findings of impact studies
	22.4. Number of Data and relevant analysis reports on human settlements projects(delivery performance) funded from the Human Settlements Development Grant	4 data analysis reports (covering 12 Data extracts) on human settlements project data	4 data analysis reports of human settlements projects funded from the Human Settlements Development Grant	4 data analysis reports of human settlements projects funded from the Human Settlements Development Grant	4 data analysis reports of human settlements projects funded from the Human Settlements Development Grant	Annual evaluation report  Data analysis reports on human settlements projects(delivery performance) funded from the Human Settlements Development

### 5.1.4 Programme 4: Housing Development Finance

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
23. Develop minimum standards and finance options for investment in public spaces	23.1. Guidelines on minimum standards and finance options for investment in public spaces		Guidelines on minimum standards and finance options for investment in public spaces developed			Guidelines on minimum standards and finance options for investment in public spaces developed
	23.2. Yearly allocation invested in public spaces targeting poor and lower middle income			Annual budget allocation for invested in public spaces targeting poor and lower middle income	Annual budget allocation for invested in public spaces targeting poor and lower middle income	Annual budget allocation for invested in public spaces targeting poor and lower middle income
24. Diversify finance options and products for the affordable gap market in particular	24.1. Review current finance products (such as , existing DFI products, FLISP, MDI, etc.) for the affordable housing market		Strategy for developing diversified finance products for the affordable market approved.	New State support finance products in the affordable market	Strategy for developing diversified finance products for the affordable market implemented	Report on the implementation of the strategy to diversified finance products for the affordable market
	24.2. Increase in volume of home loans granted (over and above that which produces new houses) by private sector and DFI's to households in the affordable housing market	192 753 over four	Monitor contribution of DFI's to increase volume of home loans granted	Monitor contribution of DFI's to increase volume of home loans granted	Monitor contribution of DFI's to increase volume of home loans granted	Report on the r contribution made by DFI's to increase volume of home loans granted
25. To manage and provide overall grants management services; administer the Home Loan and Mortgage Disclosure Act and promote investments for sustainable human settlements	25.1. Housing and related Human Settlements component contributing to the National Spatial mechanism to coordinate existing grants for targeted spatial interventions developed	5 approved Human Settlements Grants Frameworks	Housing and Human Settlements Grants Frameworks restructured by October 2015	Housing and Human Settlements Grants Frameworks restructured by October 2016	Housing and Human Settlements Grants Frameworks restructured by October 2016	Approved Human Settlements Grants Frameworks
	25.2. Monitor and analyse the financial performance of provinces and municipalities	Annual performance report of the Grants	Annual performance report of the Grants	Annual performance report of the Grants	Annual performance report of the Grants	Annual performance report per grant
	25.3. Monitor and analyse the performance of financial institutions and their lending patterns on home loans	Annual report on the performance of financial institutions	Annual report on the performance of financial institutions and their lending patterns on home loans	Annual report on the performance of financial institutions and their lending patterns on home loans	Annual report on the performance of financial institutions and their lending patterns on home loans	Annual report on the performance of financial institutions and their lending patterns on home loans

Strategic Goal: To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies.						
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	2016/17	2017/18	Evidence of performance
	25.4 Monitor the performance of state finance products for the gap submarket	4 Quarterly reports on improved property markets	4 Performance reports on state finance products for the gap submarket	4 Performance reports on state finance products for the gap submarket	4 Performance reports on state finance products for the gap submarket	4 Performance reports on state finance products for the gap submarket
	25.5 Monitor and analyse employer assisted housing	2 Reports on the employer assisted housing	2 Reports on the performance of employer assisted housing	2 Reports on the performance of employer assisted housing	2 Reports on the performance of employer assisted housing	2 Reports on the performance of employer assisted housing



## 5.2 Annual Performance Plan 2015/16

### 5.2.1 Programme 1: Administration

Programme		Strategic Goals:					
Sub-programme		To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Consolidation of the Development Finance Institutions (DFI)	1.1 Single DFI		DFI Consolidation process applied	Terms of reference for the consolidation approved	Consultation process conducted	Report on tabled for approval	Report on the implementation of the strategy to increase the supply of affordable housing
	1.2 Develop and implement a strategy to increase the supply of affordable housing-refer to Sub-Outcome 1)		A Strategy to increase the supply of affordable housing	See 2.7 in Sub-outcome 1.	See 2.7 in Sub-outcome 1.	See 2.7 in Sub-outcome 1.	
2. Intensify homeownership education programmes for the affordable housing market	2.1. Curriculum on the property market and homeownership for the subsidy housing market reviewed and improved	Existing Current Consumer Education Programmes and that which was agreed to in the FSC	Campaigns to increase awareness in homeownership education programmes in the affordable market intensified	Market information for affordable housing market distributed through media channels identified.	Consumers in the affordable and subsidy housing market exposed to consumer education programmes		
3. Establish transactional support for affordable housing market	3.1 Transactional support requirements and programmes in the affordable housing market developed		Requirements and Programme for transactional support developed				
	3.2 Distribution of sales transactions in the affordable housing market monitored		Distribution of sales transactions in the affordable housing market monitored quarterly from 2015	Quarterly report sales transactions in the affordable housing market	Quarterly report sales transactions in the affordable housing market	Quarterly report sales transactions in the affordable housing market	Quarterly report sales transactions in the affordable housing market
	3.2 Estate Agencies operating in the affordable housing market		% increase of Estate Agencies operating in the affordable housing market	Quarterly report on % increase of estate agencies operating in the affordable market	Quarterly report on % increase of estate agencies operating in the affordable market	Quarterly report on % increase of estate agencies operating in the affordable market	Report on the % increase of Estate Agencies operating in the affordable housing market

Programme		Strategic Goals:					
Sub-programme		To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4. Monitor and reporting transactions in the secondary housing subsidy submarket	4.1 Transactions in the secondary housing subsidy submarket		Four quarterly reports on transactions in the secondary housing subsidy submarket	Quarterly report on transactions in the secondary subsidy sub-market	Quarterly report on transactions in the secondary subsidy sub-market	Quarterly report on transactions in the secondary subsidy sub-market	Quarterly report on transactions in the secondary subsidy sub-market
5. Collect, analyse and disseminate information on property trends and values in the affordable housing market	5.1 Households in the affordable housing (particularly subsidy) market have access to biannual property valuation information		Bi annual reports on household property valuation information disseminated		Report on household property valuations		Bi annual reports on household property valuation information disseminated and published
6. Issuing of title deeds form part of housing development process	6.1 Title deeds issued to new homeowners in the subsidy submarket on occupation		113 181 title deeds issued to new home owners in the subsidy market	Report on the number of title deeds issued to new home owners in the subsidy market See 2.7 in Sub-outcome 1	Report on the number of title deeds issued to new home owners in the subsidy market See 2.7 in Sub-outcome 1	Report on the number of title deeds issued to new home owners in the subsidy market See 2.7 in Sub-outcome 1	Report on the number of title deeds issued to new home owners in the subsidy market See 2.7 in Sub-outcome 1
	6.2 New interim title deeds for informal settlements		Mechanism for security of tenure record for informal settlement upgrading	Terms of reference for the interim title deed in informal settlements approved	Consultations conducted	Draft submitted for approval	New interim title deeds for informal settlements approved
	6.3 Backlog on title deeds eradicated		Scoping report to determine extent and funding methodology to eradicate backlog approved	Terms of reference approved	Consultations conducted and concluded	Scoping report tabled for approval	Plan to eradicate backlog on title deeds approved
	6.4 All new title Deeds for subsidy submarket endorsed consistent with policy		See 6.1 above				

Programme		Strategic Goals:					
Sub-programme		To provide strategic leadership, governance oversight and essential support and promote a compliant and well-functioning department & agencies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7. Fast track release of well-located land for housing and human settlements targeting poor and lower middle income household	7.1 Hectares of well-located land rezoned and released for new developments		10'000 hectors identified through sector departments 10'000 hectors identified through sector departments	12'000 hectares identified	10'000 matched to location	10'000 rezoning process implemented	Report on the rezoned and released for development
8. Provide effective and efficient communication service to ensure the understanding of the MTSF	8.1 Develop and implement a communication strategy		Communication Strategy for the understanding of the MTSF implemented	Quarterly report on the MTSF implementation strategy communication	Quarterly report on the MTSF implementation strategy communication	Quarterly report on the MTSF implementation strategy communication	Quarterly report on the MTSF implementation strategy communication
9. Utilise various communication platforms to communicate about the strategic thrust of human settlements	9.1 2 million consumers reached between 2014 – 2019		Various communication platforms utilised to communicate HS strategic thrust	Quarterly report on various communication platforms utilised for human settlements	Quarterly report on various communication platforms utilised for human settlements	Quarterly report on various communication platforms utilised for human settlements	Quarterly report on various communication platforms utilised for human settlements

## 5.2.1 Programme 2: Human settlement strategy, policy and planning

Programme		Strategic Goals:					
Sub-programme		To manage the development of human settlements policies and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
10. Evaluate, review and improve existing housing instruments and subsidy regime to better direct housing and human settlement investments, fast track delivery and ensure affordability and diversity of the product and finance options	10.1. Current policies and programmes evaluated, reviewed, consolidated and new policies and programmes developed	Internal resources	Green Paper on Human Settlements approved	Research papers for the development of human settlements green paper finalised	Consultation on the research paper	Draft Green Paper circulated	Green paper approved
	10.2. Policy Programmes reviewed and developed	Internal resources	Number of current policies and programmes reviewed	Research on allocations guidelines submitted	Draft of revised allocations guidelines policy document submitted	Report on Policy task team consultation regarding the draft revised allocations policy	Referral of allocations policy to approval structures
			Allocations Policy Reviewed				
			Sales Restrictions policy foundation developed	Draft policy foundation regarding sale restriction	Consultation on foundation and draft amendment on the Housing Act	Referral of sales restriction amendment to approval structures	Referral to clusters for consultation
			CRU policy reviewed	Research report on CRU	Consultation on the CRU programme at a policy task team	Referral of revised CRU for approval	Workshop and Circulars to Provinces and stakeholders regarding the approved revised CRU
			Survey report on existing and new policy programmes	Survey report on existing and new policy programmes	Draft of revised policy programmes	Consultation at a policy task team	Referral of revised housing code to the approval structures
			Number of new policy programmes developed	Research on consolidation of DFIs	Consultation on DFI consolidation and capacity building programme at a policy task team	Referral to policy approval structures	Workshop and Circulars to Provinces and stakeholders regarding Policies approved/not approved
			<ul style="list-style-type: none"> <li>Policy foundation on consolidation DFIs developed</li> <li>Capacity building policy programme developed</li> </ul>	Draft capacity building programme developed			



Programme		Strategic Goals:					
Sub-programme		To manage the development of human settlements policies and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	10.3. A coherent and inclusive approach to land for human settlements developed	HDA resources	Policy for coherent and inclusive approach to land for human settlements developed and approved Regulations and incentives for housing and land use management revised	Terms of reference approved	Consultations conducted	Draft Framework submitted for approval	Policy approved
	10.4. Evaluation of key human settlements strategic thrusts		Evaluations for improved human settlements conducted (Access and Social Housing)	Report on Evaluations	Report on Evaluations	Report on Evaluations	Report on Evaluations
	10.5. Housing finance regime revised	3 000 000 required	Revisions on Housing Finance Approved	Terms of reference developed and approved	Research on funding regime and draft finance regime report conducted	Consultation on Draft report funding regime at policy task team	Referral revised finance regime to policy approval structures
	10.6. Housing Act amended and Human Settlements Legislation approved	Housing Act	Consultation on rational for amending the Housing Act and draft Housing Act reviewed	Consultation with identified sectors held	Consultation with identified sectors held	Consultation with identified sectors held	Consultation with identified sectors held
	10.7. Mining Towns (A special strategy for mine worker housing)	No special strategy in place	Operationalisation of mine worker strategy implemented	Report on the operationalisation strategy	Report on the operationalisation strategy	Report on the operationalisation strategy	Report on the operationalisation strategy
	10.8. Rental strategy (backyard rental strategy)	Draft position paper by SALGA	Backyard Policy programme referred for approval	Consultation on backyard rental strategy	Consultation on backyard rental strategy	Consultation on backyard rental strategy	Final submission for approval of backyard rental strategy
11. Develop policy and administrative systems that support individual transactions in the affordable secondary housing market	11.1. Policy and administrative systems that support individual transactions in the affordable secondary housing market developed		Policy and administrative systems that support individual transactions in the affordable secondary housing market developed	Terms of reference approved	Research conducted towards the development of the systems that support individual transactions in the affordable secondary market	Consultations on draft report development of the systems that support individual transactions in the affordable secondary market	Referral revised finance regime to policy approval structures

Programme		Strategic Goals:					
Sub-programme		To manage the development of human settlements policies and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
12. Strengthen programme for the accreditation of municipalities	12.1. Municipalities assessed and recommended for various level of accreditation and assignment	None	Six municipalities assessed for accreditation	2 municipalities assessed	2 municipalities assessed	2 municipalities assessed	2 municipalities assessed
13. Develop a monitoring and support programme for municipalities that have been accredited	13.1. Post-assignment and Post- accreditation monitoring and support programme implemented	Capacity Compliance Assessment Panel	Monitoring of the support programme for accredited municipalities implemented	Terms of reference for the post assignment accreditation monitoring programme developed	Consultation for the post assignment accreditation monitoring programme conducted	Consultation for the post assignment accreditation monitoring programme conducted	Proposed programme submitted for approval
14. Increase the supply of housing opportunities using different tenure types to ensure the diversity necessary to address social, economic and cultural needs	14.1. Implementation Strategy to increase the supply of housing opportunities for affordable housing market developed		Implementation Strategy to increase the supply of affordable housing by March 2015				
	14.2. Institutional capacity for PHP to support informal settlement upgrading and rural housing enhance		Consolidation of the institutional capacity for PHP and all Informal Settlement Upgrading support programmes completed	Terms of reference for the consolidation of the institutional capacity for PHP programme developed	Consultation with the sector for the consolidation of the institutional capacity for PHP programme conducted	Consultation with the sector for the consolidation of the institutional capacity for PHP programme conducted	Proposed consolidation programme submitted for approval
	14.3. Programme to support community-based, cooperatives, non-profit rental and self-built housing developed		Programme to support community-based, cooperatives, non-profit rental and self-built housing developed	Terms of reference for the programme to support community based cooperatives, non-profit rental and self-built housing developed	Consultation for the programme to support community based cooperatives, non-profit rental and self-built housing conducted	Consultation for the programme to support community based cooperatives, non-profit rental and self-built housing conducted	Proposed programme to support community based cooperatives, non-profit rental and self-built housing approved

Programme		Strategic Goals:					
Sub-programme		To manage the development of human settlements policies and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
15. Increase Participation of stakeholders in housing development	15.1. 50 community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Social Contract	Annually review progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Provincial annual review of progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Provincial annual review of progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	Provincial annual review of progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development	National annual review of progress on the signed Social Contract for Human Settlements with community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development
16. Strengthen current mechanism to mobilise private sector to contribute to human settlements development	16.1. Mechanism and incentives to mobilise and increase private sector participation is developed	MOU's	Apply approved plan to mobilise private sector to contribute to human settlements				
	16.2. Develop mechanism to track employer assisted housing both in the public sector and in the private sector; including commitments in the SLP's as per the Mining Charter	Mining charter	Employer assisted housing both in public and private sector including commitments in the mining charter applied	Report on number of employers assisted	Report on number of employers assisted	Report on number of employers assisted	Report on number of employers assisted
17. Develop horizontal and vertical consultative mechanisms among spheres of government	17.1. Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration		Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration			Quarterly review sessions held	Consolidated Multiyear Human Settlements Development Plan
	17.2. Inter-sectoral collaboration agreements signed and implemented		Progress report on the implementation of Inter-sectoral collaboration agreements	Quarterly report on the implementation of Inter-sectoral collaboration agreements	Quarterly report on the implementation of Inter-sectoral collaboration agreements	Quarterly report on the implementation of Inter-sectoral collaboration agreements	Quarterly report on the implementation of Inter-sectoral collaboration agreements

Programme		Strategic Goals:					
Sub-programme		To manage the development of human settlements policies and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
18. Review Planning System to achieve better spatial targeting	18.1 Set of overarching principles and norms for housing and human settlements spatial development completed		Set of overarching principles and norms for human settlements (Red Book) updated		Rapid assessment and project planning completed		Framework for revised guidelines completed
	18.2 Housing Programme and related Human Settlements spatial investment framework to guide coordination of spatial investments developed		Housing and related Human settlements spatial investment framework- to guide wider coordination of spatial investment – approved	Draft Spatial Investment Framework finalised	Consultation on Draft Spatial Investment Framework	Final Spatial Investment Framework Approved	Mainstreaming the Spatial Investment Framework into the Business Plans
	18.3 Integrated Housing and related Human settlements planning system developed (incorporating environment, human settlement, transport, and related human settlement development functions drawing on existing National Treasury and DCOG settlement investments		Housing and related Human Settlement planning system developed and approved	No targets This item slots in with the national SPLUMA process	No targets This item slots in with the national SPLUMA process	No targets This item slots in with the national SPLUMA process	No targets This item slots in with the national SPLUMA process
	18.4 Housing and related Human Settlements component contributing to a National Spatial mechanism to coordinate existing grants for targeted spatial interventions developed		Housing and Human Settlements Grant framework restructured				



### 5.2.2 Programme 3: Programme Management Unit

Programme		Strategic Goals:					
Sub-programme		To build, oversee, support & monitor the sector institutional capability & capacity to deliver human settlement programmes & projects					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
19. Build & ensure institutional capabilities and capacity for execution & delivery of transformed human settlements & better spatial targeting	19.1. Number (2 200) of informal settlement upgrading assessed	360 Informal Settlement Upgrading	460 Informal settlement upgrading assessed	115 Informal settlement upgrading assessed	115 Informal settlement upgrading assessed	115 Informal settlement upgrading assessed	115 Informal settlement upgrading assessed
	19.2 Number (2 200) of informal settlement upgrading plans developed	360 Informal settlement upgrading plans developed	460 Informal settlement upgrading plans developed	115 Informal settlement upgrading plans developed	115 Informal settlement upgrading plans developed	115 Informal settlement upgrading plans developed	115 Informal settlement upgrading plans developed
	19.3 Number (750 000) of households benefitting from informal settlements upgrading	447 780 (cumulative since 2010, excludes sites for new houses)	150 000 households upgraded to phase 2 of the UISP programme	37 500 households upgraded to Phase 2 of the UISP	37 500 households upgraded to Phase 2 of the UISP	37 500 households upgraded to Phase 2 of the UISP	37 500 households upgraded to Phase 2 of the UISP
	19.4 Number of housing units for subsidy housing submarket provided	113181 housing units for subsidy market provided	28'000 housing units delivered	28 591 units delivered	28 591 units delivered	28 591 units delivered	28'000 units delivered
	19.5 Number of affordable rental housing opportunities	14 400 affordable Rental Housing Units	14 400 affordable Rental Housing opportunities	3600 affordable Rental Housing opportunities delivered	3600 affordable Rental Housing opportunities delivered	3600 affordable Rental Housing opportunities delivered	3600 affordable Rental Housing opportunities delivered
	19.6 Number of Restructuring Zones approved for the development of Social Housing Projects	No baseline	55 Restructuring Zones approved for the development of Social Housing Projects	Facilitate the process of approving the restructuring zones	Facilitate the process of approving the restructuring zones	Facilitate the process of approving the restructuring zones	Approval of restructuring zones for the development of Social Housing Projects

Programme		Strategic Goals:					
Sub-programme		To build, oversee, support & monitor the sector institutional capability & capacity to deliver human settlement programmes & projects					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20. Implement projects that ensures spatial, social and economic integration	20.1 Framework to ensure spatial, social and economic integration (spatial targeting) of human settlements developed		Implementation of the Guideline Framework for testing the project readiness	Facilitate approval for the Guideline Framework for testing the project readiness	Seek approval for the draft guideline framework for testing the project readiness matrix by all provinces for forward planning	Implementation of the Guideline Framework for testing the project readiness	Implementation of the Guideline Framework for testing the project readiness
	20.2. Number of Catalytic projects that demonstrates spatial, social and economic integration		10 planned catalytic projects that addresses spatial, social and economic integration	2 planned catalytic projects that address spatial, social and economic integration	2 planned catalytic projects that address spatial, social and economic integration	3 planned catalytic projects that address spatial, social and economic integration	3 planned catalytic projects that address spatial, social and economic integration
	20.3. Number of planned mining towns interventions	No baseline	22 planned mining towns interventions	5 planned mining towns interventions	5 planned mining towns intervention	6 planned mining towns interventions	6 planned mining towns interventions
21. Monitor & evaluate the execution & delivery of human settlement projects & programmes to assess and report on the extent of access to adequate housing in improved living environments for all	21.1 Revised Monitoring and Evaluation Framework	Approved Monitoring and Evaluation Framework	Status Report on the implementation of the approved revised Monitoring and Evaluation Framework	Quarterly report on the implementation of the approved revised Monitoring and Evaluation Framework	Quarterly report on the implementation of the revised Monitoring and Evaluation Framework	Quarterly report on the implementation of the revised Monitoring and Evaluation Framework	Quarterly report on the implementation of the revised Monitoring and Evaluation Framework
	21.2 Percentage of projects financed from the Human Settlements Development Grant and Urban Settlements Development Grants Conditional verified in terms of performance and status	50% of running projects monitored through physical site visits and other verification methodologies	75% of running projects monitored through physical site visits and other verification methodologies	2 quarterly monitoring and evaluation reports on the performance of Provinces and Metropolitan Municipalities through various verification methodologies	2 quarterly monitoring and evaluation reports on the performance of Provinces and Metropolitan Municipalities through various verification methodologies	2 quarterly monitoring and evaluation reports on the performance of Provinces and Metropolitan Municipalities through various verification methodologies	2 quarterly monitoring and evaluation reports on the performance of Provinces and Metropolitan Municipalities through various verification methodologies
		4 Quarterly reports on the progress with the implementation of Outcome 8 of Programme of Action	4 Quarterly reports on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement	1 Quarterly report on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement	1 Quarterly report on the implementation of the Human Settlements Programme of Action Delivery Agreement	1 Quarterly report on the implementation of the Human Settlements Programme of Action Delivery Agreement	1 Quarterly report on the implementation of the Human Settlements Programme of Action Delivery Agreement

Programme		Strategic Goals:					
Sub-programme		To build, oversee, support & monitor the sector institutional capability & capacity to deliver human settlement programmes & projects					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	21.3 Number of studies on the impact of selected human settlements programmes on the quality of living environment	2 impact assessment studies	2 reports on the impact of human settlements programmes on the quality of living environments	Draft Terms of Reference for selected impact study approved	Successful service provider appointed	Data collected and collated	Data evaluated and interpreted and report on findings
	21.4 Number of data and relevant analysis reports on human settlements projects (delivery performance) funded from the Human Settlements Development Grant	4 data analysis reports (covering 12 Data extracts) on human settlements project data	4 data analysis reports of human settlements projects funded from the Human Settlements Development Grant	1 data analysis report on human settlements projects funded from the HSDG	1 data analysis report on human settlements projects funded from the HSDG	1 data analysis report on human settlements projects funded from the HSDG	1 data analysis report on human settlements projects funded from the HSDG

### 5.2.3 Programme 4: Housing Development Finance

Programme		Strategic Goals:					
Sub-programme		To provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
22. Develop minimum standards and finance options for investment in public spaces	22.1 Guidelines on minimum standards and finance options for investment in public spaces		Guidelines on minimum standards and finance options for investment in public spaces developed	Terms of reference for the development of guidelines on minimum standards for finance options in public spaces developed	Consultations for the development of guidelines on minimum standards for finance options in public spaces conducted	Consultations for the development of guidelines on minimum standards for finance options in public spaces conducted	Approval of guidelines on minimum standards for finance options in public spaces
	22.2 Yearly allocation invested in public spaces targeting poor and lower middle income		Annual budget allocation for invested in public spaces targeting poor and lower middle income	As per 7.1 above	As per 7.1 above	As per 7.1 above	Annual report on budget allocation for invested in public spaces targeting poor and lower middle income
23. Diversify finance options and products for the affordable gap market in particular	23.1. Review current finance products (such as , existing DFI products, FLISP, MDI, etc.) for the affordable housing market		Strategy for developing diversified finance products for the affordable market approved.	Consultations for implementation conducted	Consultations for implementation conducted	Consultations for implementation conducted	Report on the implementation of the strategy to diversified finance products for the affordable market
	23.2. Increase in volume of home loans granted (over and above that which produces new houses) by private sector and DFI's to households in the affordable housing market		Monitor contribution of DFI's to increase volume of home loans granted	As per 9.1 above	As per 9.1 above	As per 9.1 above	Report on the contribution made by DFI's to increase volume of home loans granted

Programme		Strategic Goals:					
Sub-programme		To provide funding for the delivery of all human settlements programmes in line with approved policies, planning and strategies					
Strategic Objective	Programme Performance Indicator	Baseline	2015/16	Quarter 1	Quarter 2	Quarter 3	Quarter 4
24. Manage and provide overall grants management services; administer the Home Loan and Mortgage Disclosure Act and promote investments for sustainable human settlements	24.1. Housing and related Human Settlements component contributing to the National Spatial mechanism to coordinate existing grants for targeted spatial interventions developed	5 approved Human Settlements Grants Frameworks				Housing and Human Settlements Grants Frameworks restructured by October 2016	
	24.2. Monitor and analyse the financial performance of provinces and municipalities	Annual performance report of the Grants	Annual performance report of the Grants	Quarterly performance report of the Grants	Quarterly performance report of the Grants	Quarterly performance report of the Grants	Quarterly performance report of the Grants
	24.3. Monitor and analyse the performance of financial institutions and their lending patterns on home loans	Annual report on the performance of financial institutions	Annual report on the performance of financial institutions and their lending patterns on home loans	Quarterly report on the performance of financial institutions and their lending patterns on home loans	Quarterly report on the performance of financial institutions and their lending patterns on home loans	Quarterly report on the performance of financial institutions and their lending patterns on home loans	Quarterly report on the performance of financial institutions and their lending patterns on home loans
	24.4. Monitor the performance of state finance products for the gap submarket	4 Quarterly reports on improved property markets	4 Performance reports on state finance products for the gap submarket	1 Performance reports on state finance products for the gap submarket	1 Performance reports on state finance products for the gap submarket	1 Performance reports on state finance products for the gap submarket	1 Performance reports on state finance products for the gap submarket
	24.5. Monitor and analyse employer assisted housing	2 Reports on the employer assisted housing	2 Reports on the performance of employer assisted housing		1 Report on the performance of employer assisted housing		Report on the performance of employer assisted housing



# ANNEXURE D

## GLOSSARY OF TERMS

AR	Annual Report	EEDBS	Extended Enhanced Discount Benefit Scheme
APP	Annual Performance Plan	EIA	Environmental Impact Assessment
ASGISA	Accelerated and Shared Growth Initiatives for South Africa	EPRE	Estimates of Provincial Revenue and Expenditure
BBBEE	Broad Based Black Economic Empowerment	FLISP	Finance Linked Individual Subsidy Programme
BEE	Black Economic Empowerment	GWEA	Government Wide Enterprise Architecture
BNG	Breaking New Ground NDOH policy on sustainable human settlements	HDA	Housing Development Agency
CETA	Construction Education and Training Authority	HDP	Housing Development Plans
CG	Conditional Grant	HH	Households
CIP	Comprehensive Infrastructure Plans	HRMS	Human Resource Management System
COGTA	Cooperative Governance and Traditional Affairs	HSDG	Human Settlement Development Grant
CoP	Community of Practice	HPS	Housing Sector Plans
CIDB	Construction Industry Development Board	HSS	Housing Subsidy System
CRU	Community Residential Units	IDP	Integrated Development Plans
DAEARD	Department of Agriculture, Environmental Affairs and Rural Development	IRG	Inter-governmental Relations
DBSA	Development Bank of Southern Africa	IGRFA	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
DFI	Development Finance Institutions	ISRDP	Integrated Sustainable Development Plan
DLA	Department of Land Affairs	ISUP	Informal Settlement Upgrade Programme
DHS	Department of Human Settlements	IRDP	Integrated Residential Development Programme
DORA	Division of Revenue Act	KZNDOH	KZN Department of Human Settlements
EAAB	Estate Agency Affairs Board	KZN	KwaZulu-Natal Province





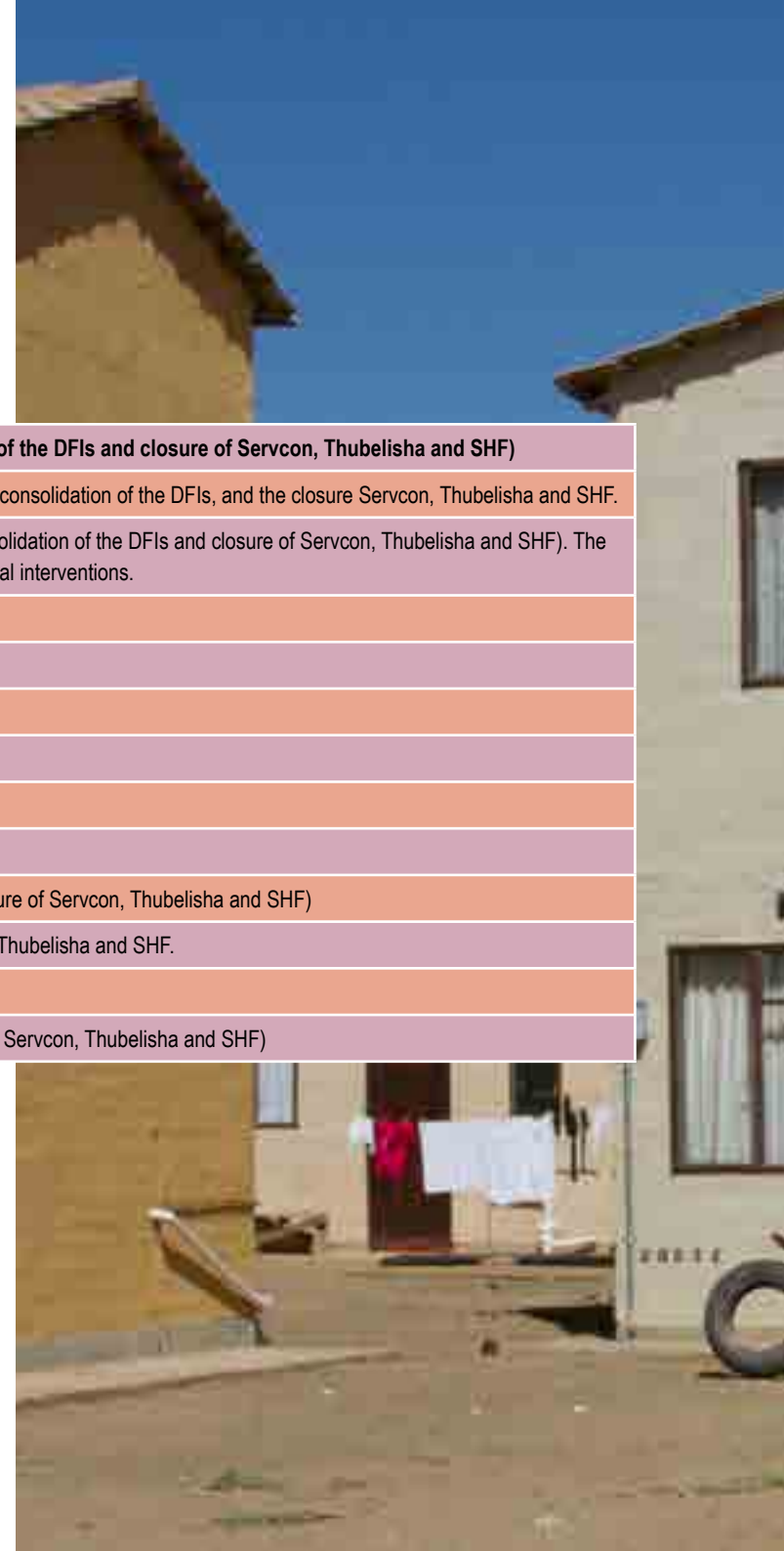
FET	Further Education and Training institution	PC	Planning Commission
FTE	Full Time Equivalent	PGDS	Provincial Growth and Development Strategy
IDP	Integrated Development Plan	PGDP	Provincial Growth and Development Plan
IRDS	Integrated Rural Development Strategy	PHDP	Provincial Housing Development Plan
ITB	Ingonyama Trust Board	PICC	Presidential Infrastructure Co-ordinating Committee
MBASA	Master Builders Association of South Africa	PSEDS	Provincial Spatial Economic Development Strategy
MDG	Millennium Development Goals	PHP	Peoples Housing Process
MHDP	Municipal Housing Development Plans	RHLF	Rural Housing Loan Fund
MHSP	Municipal Housing Sector Plans	ROD	Record of Decision
MI	Mortgage Insurance	PSEDS	Provincial Spatial Economic Development Strategy
MIG	Municipal Infrastructure Grant	SABS	South African Bureau of Standards
MINMEC	Ministers and Members of Executive Council	SANDF	South African National Defense Force
MOU	Memorandum of Understanding	SAPS	South African Police Services
MTEF	Medium Term Expenditure Framework	SHA	Social Housing Association
MTSF	Medium Term Strategic Framework	SHF	Social Housing Foundation
MYHDP	Multi Year Housing Development Plan	SHI	Social Housing Institution
NDHS	National Department of Human Settlements	SHRA	Social Housing Regulatory Authority
NGO	Non-governmental Organization	SHSS	Sustainable Human Settlement Strategy
NHBRC	National Homebuilders Registration Council	SIP	Strategic Infrastructure Upgrade Programme
NHFC	National Housing Finance Corporation	SO	Strategic Objective
NPM	New Public Management	SOE	State Owned Enterprises
NSDA	Negotiated Service Delivery Agreement	SLA	Service Level Agreement
NSDP	National Spatial Development Plan	UISP	Upgrading Informal Settlements Programme
NURCHA	National Urban Reconstruction & Housing Association	USDG	Urban Settlement Development Grant
NUSP	National Upgrading Support Programme		
OSS	Operation SukumaSakhe		

# ANNEXURE E

## Technical indicator description

### PROGRAMME 1

Indicator title	<b>Single DFI: Number of progress reports on the rationalization of Human Settlement' Entities (Consolidation of the DFIs and closure of Servcon, Thubelisha and SHF)</b>
Short definition	The indicator targets 4 quarterly progress reports on the rationalization of the human settlement entities through the consolidation of the DFIs, and the closure Servcon, Thubelisha and SHF.
Purpose/importance	To provide the Director General with progress made towards the rationalization of Human Settlement' Entities (Consolidation of the DFIs and closure of Servcon, Thubelisha and SHF). The reports serve to indicate the milestone achievements and areas that would require high level administrative or political interventions.
Source/collection of data	2014-2019 Medium Term Strategic Framework
Method of calculation	Quantitative and Qualitative.
Data limitations	Delays in the provision of information by the Human Settlement' Entities (DFIs,Servcon, Thubelisha and SHF)
Type of indicator	Output and Impact indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Number of progress reports on the rationalisation of Human Settlement' Entities (Consolidation of the DFIs and closure of Servcon, Thubelisha and SHF)
Desired performance	One business plan model on the amalgamation of the DFIs. One consolidated DFI and closure reports for Servcon, Thubelisha and SHF.
Indicator responsibility	Chief Directorate: Regulatory Compliance Services
Portfolio of Evidence	4 quarterly reports on the rationalization of the human settlement's entities (Consolidation of the DFIs and closure of Servcon, Thubelisha and SHF)



Indicator title	<b>Curriculum on the property market and homeownership for the subsidy housing market reviewed and improved</b>
Short definition	Develop training materials for beneficiary training
Purpose/importance	Provide comprehensive and user friendly content booklet for beneficiaries and consumers to use as a reference guide on human settlements programmes and products
Source/collection of data	The content of the curriculum will be informed by departmental priorities, subsidy programmes of the department and policies
Method of calculation	Meetings, workshops, reference groups and analysis of trends in the sector
Data limitations	None
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A developed curriculum on homeownership and the property market
Indicator responsibility	CD : Technical Capacity Development
Portfolio of Evidence	A developed curriculum

Indicator title	<b>Transactional support requirements and programmes in the affordable housing market developed</b>
Short definition	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
Purpose/importance	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
Source/collection of data	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
Method of calculation	Quantitative and qualitative
Data limitations	Delays in submitting performance reports and the accuracy of information submitted.
Type of indicator	Output and Impact Indicator
Calculation type	Cummulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
Indicator responsibility	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board
Portfolio of Evidence	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)



<b>Indicator title</b>	<b>Distribution of sales transactions in the affordable housing market monitored</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Estate Agencies operating in the affordable housing market</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)



Indicator title	<b>Transactions in the secondary housing subsidy submarket</b>
Short definition	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
Purpose/importance	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
Source/collection of data	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
Method of calculation	Quantitative and qualitative
Data limitations	Delays in submitting performance reports and the accuracy of information submitted.
Type of indicator	Output and Impact Indicator
Calculation type	Cummulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
Indicator responsibility	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board
Portfolio of Evidence	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

Indicator title	<b>Households in the affordable housing (particularly subsidy) market have access to biannual property valuation information</b>
Short definition	Educate beneficiaries and housing consumers
Purpose/importance	To assist beneficiaries and housing consumers to be informed of their roles and responsibilities to enable them to take informed and responsible decisions on their housing needs
Source/collection of data	Training materials and booklets
Method of calculation	The number of beneficiaries trained and educational sessions conducted
Data limitations	The data provided will only be numbers trained and will not include aspects of improvement in quality of life etc
Type of indicator	Impact indicator
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Informed and knowledgeable beneficiaries
Indicator responsibility	CD : Technical Capacity Development and Communication
Portfolio of Evidence	Reports, Attendance registers, Curriculum on the property market and homeownership for the subsidy housing market reviewed and improved

<b>Indicator title</b>	<b>Title deeds issued to new homeowners in the subsidy submarket on occupation</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board and Planning
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>New interim title deeds for informal settlements</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board and Planning
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Backlog on title deeds eradicated</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Estate Agency Affairs Board and CD Planning
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>All new title Deeds for subsidy submarket endorsed consistent with policy</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Planning Chief Directorate Estate Agency Affairs Board and CD Policy
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Trends in the residential building plans passed by municipalities and completed housing units reported</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: CD Policy, Regulatory Compliance Services, National Home Builders Registration Council,
<b>Portfolio of Evidence</b>	Estate Agency Affairs Board
	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Trends in new NHBRC enrolments</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, National Home Builders Registration Council, CD Planning and Monitoring and Evaluation
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Hectares of well-located land rezoned and released for new developments</b>
<b>Short definition</b>	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
<b>Purpose/importance</b>	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	Delays in submitting performance reports and the accuracy of information submitted.
<b>Type of indicator</b>	Output and Impact Indicator
<b>Calculation type</b>	Cummulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Planning Chief Directorate Housing Development Agency and Stakeholder Management
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)



## PROGRAMME 2

<b>Indicator title</b>	Current policies and programmes evaluated, reviewed, consolidated and new policies and programmes developed (Green Paper)
<b>Short definition</b>	The Green Paper seeks to establish a foundation for the review and development of legislative and policy frameworks to deliver sustainable Human Settlements
<b>Purpose/importance</b>	Green paper serves as a developmental imperative of the Human Settlements Code and Act and to develop a 20-30 year reviewable plan for the development of sustainable human settlements, to reduce poverty and to improve the quality of life
<b>Source/collection of data</b>	Existing Human Settlements policies and programmes, census data, South African reserve bank reports (SARB), national credit regulator(NCR) reports, national treasury report, banking sector reports etc.
<b>Method of calculation</b>	Statistical Analyses of data and information
<b>Data limitations</b>	Empirical evidence
<b>Type of indicator</b>	Qualitative and quantitative
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Green Paper Finalized before the end of the financial year 2015/16
<b>Indicator responsibility</b>	Chief Director: Human Settlements Strategy and Policy
<b>Portfolio of Evidence</b>	Development of Green Paper Approved

<b>Indicator title</b>	<b>Policy Programmes reviewed and developed</b>
<b>Short definition</b>	The investigation of policy issues and development of new policy programmes and review of existing programmes
<b>Purpose/importance</b>	Clear policy programmes developed to guide and enhance available policies
<b>Source/collection of data</b>	Interviews with professionals, journals, research reports and Acts
<b>Method of calculation</b>	Qualitative
<b>Data limitations</b>	lack of empirical evidence to support policy reform
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Policies developed and reviewed in line with schedule
<b>Indicator responsibility</b>	Programme: Chief Director Policy
<b>Portfolio of Evidence</b>	<p>Number of current policies and programmes reviewed. Survey on programs to be reviewed Allocations Policy Reviewed Sales Restrictions policy foundation developed, CRU policy reviewed and FLISP reviewed</p> <p>Number of new policy programmes developed: Policy foundation on consolidation DFIs developed, USDG Policy approved, Housing Cooperatives Policy approved, Back yard Rental Policy and capacity building programme developed</p>

<b>Indicator title</b>	<b>A coherent and inclusive approach to land for human settlements developed</b>
<b>Short definition</b>	HS Spatial Investment Framework
<b>Purpose/importance</b>	Indicates areas of highest investment potential, priority areas and most deprived areas to optimize government's housing investment from a spatial perspective
<b>Source/collection of data</b>	Economic Indicators, census information
<b>Method of calculation</b>	Built-in formula that results in a ranking system indicating where it is spatially and economically most beneficial to invest.
<b>Data limitations</b>	Land availability
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	NA
<b>Indicator responsibility</b>	CD: Policy
<b>Portfolio of Evidence</b>	Final Spatial Investment Framework

<b>Indicator title</b>	<b>Evaluation of key human settlements strategic thrusts</b>
<b>Short definition</b>	The indicator targets Human Settlements Programmes that are being implemented and assess whether these programmes are achieving the intended purpose. The assessment process is done by conducting by appointing an independent evaluator to evaluate the programmes through extensive research.
<b>Purpose/importance</b>	Evaluations are conducted to ensure that Human Settlements programmes are achieving it's intended purpose and ensure that it provides information to assist in improvement of improved policy and programmes.
<b>Source/collection of data</b>	Existing Human Settlements policies and programmes
<b>Method of calculation</b>	Evaluation of programmes is based on which programmes have been approved and included in the National Evaluation Plan.
<b>Data limitations</b>	Non-availability of Implementation reports on Human Settlements Programmes
<b>Type of indicator</b>	Qualitative
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Evaluated and improved Human Settlements Policy and Programmes
<b>Indicator responsibility</b>	Chief Director: Policy
<b>Portfolio of Evidence</b>	Report on Human Settlements evaluations

Indicator title	<b>Housing finance regime revised</b>
Short definition	Review of the human settlement finance model
Purpose/importance	To provide guidance to the sector
Source/collection of data	Applicable Legislation, regulations and Policies, Journals & interviews
Method of calculation	Qualitative and Quantitative
Data limitations	Availability of information and the effectiveness and efficacy of models
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Housing finance regime revised
Indicator responsibility	CD: Chief Investment officer & Chief Director Policy
Portfolio of Evidence	Report on options for housing finance regime

Indicator title	<b>Housing Act amended and Human Settlements Legislation approved</b>
Short definition	The investigation of policy issues and development of new policy programmes and review of existing programmes
Purpose/importance	Clear policy programmes developed to guide and enhance available policies
Source/collection of data	Existing Human Settlements policies and programmes, census data, South African reserve bank reports(SARB), national credit regulator(NCR) reports, national treasury report, banking sector reports etc.
Method of calculation	Statistical Analyses of data and information
Data limitations	Empirical evidence
Type of indicator	Qualitative and quantitative
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Document discussions at Policy Task Team Meeting, EMT, Technical MINMEC and MINMEC and draft policy formulated submitted for approval by the DG once all inputs are agreed upon. The draft White Paper is then delivered & EMT approval is obtained. On approval of the draft White Paper by EMT it is then forwarded to MINMEC for final approval. On approval by the MINMEC the white paper is issued to the public for comments, and is then adjusted and finalized. Thereafter the white paper is submitted to the cabinet for approval and publication.
Indicator responsibility	Chief Director- Policy
Portfolio of Evidence	An approved comprehensive national housing policy

<b>Indicator title</b>	<b>Mining Towns Strategy (A special Strategy for mine worker housing)</b>
<b>Short definition</b>	The investigation of policy issues and development of new policy programmes and review of existing programmes
<b>Purpose/importance</b>	Clear policy programmes developed to guide and enhance available policies
<b>Source/collection of data</b>	Interviews with professionals, journals, research reports and Acts
<b>Method of calculation</b>	Existing Human Settlements policies and programmes, census data, South African reserve bank reports(SARB), national credit regulator(NCR) reports, national treasury report, banking sector reports etc.
<b>Data limitations</b>	Statistical Analyses of data and information
<b>Type of indicator</b>	Empirical evidence
<b>Calculation type</b>	Qualitative and quantitative
<b>Reporting cycle</b>	Non-cumulative
<b>New indicator</b>	Yes
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Planning Chief Directorate Housing Development Agency
<b>Portfolio of Evidence</b>	Mining Towns Strategy (A special Strategy for mine worker housing)

<b>Indicator title</b>	<b>Rental strategy (backyard rental strategy)</b>
<b>Short definition</b>	Number of new National Human Settlement policies and guidelines
<b>Purpose/importance</b>	2 revised human settlements policies and guidelines approved (An approved comprehensive national rental housing policy and Approved policy guidelines for fast tracking township establishment and transfer of properties
<b>Source/collection of data</b>	"The department has the APP with quarterly targets designed over the lifecycle of the project and report monthly on progress or lack of progress thereof. All research projects are closely monitored and managed. Quality control is actively enforced as project progresses.  The Task Team is used to obtain provincial and municipal views. The contract itself is monitored based on the agreed time frame and output payment schedule. This is obtained from the Directorate Secretariate. Current or recent research reports where these exist. The outsourcing contract and SLA directs the project development and output requirements. The latter is developed by the Directorate Policy Development and Review."
<b>Method of calculation</b>	Existing Human Settlements policies and programmes, census data, South African reserve bank reports (SARB), national credit regulator (NCR) reports, national treasury report, banking sector reports etc.
<b>Data limitations</b>	Statistical Analyses of data and information
<b>Type of indicator</b>	Empirical evidence
<b>Calculation type</b>	Qualitative and quantitative
<b>Reporting cycle</b>	Non-cumulative
<b>New indicator</b>	Quarterly



<b>Desired performance</b>	Document discussions at Policy Task Team Meeting, EMT, Technical MINMEC and MINMEC and draft policy formulated submitted for approval by the DG once all inputs are agreed upon. The draft White Paper is then delivered & EMT approval is obtained. On approval of the draft White Paper by EMT it is then forwarded to MINMEC for final approval. On approval by the MINMEC the white paper is issued to the public for comments, and is then adjusted and finalized. Thereafter the white paper is submitted to the cabinet for approval and publication.
<b>Indicator responsibility</b>	Chief Director- Policy
<b>Portfolio of Evidence</b>	An approved comprehensive national rental housing policy and Approved policy guidelines for fast tracking township establishment and transfer of properties

<b>Indicator title</b>	<b>Policy and administrative systems that support individual transactions in the affordable secondary housing market developed</b>
<b>Short definition</b>	Number of new National Human Settlement policies and guidelines
<b>Purpose/importance</b>	An approved comprehensive national rental housing policy and Approved policy guidelines for fast tracking township establishment and transfer of properties
<b>Source/collection of data</b>	<p>"The department has the APP with quarterly targets designed over the lifecycle of the project and report monthly on progress or lack of progress thereof.</p> <p>All research projects are closely monitored and managed.</p> <p>Quality control is actively enforced as project progresses.</p> <p>The Task Team is used to obtain provincial and municipal views.</p> <p>The contract itself is monitored based on the agreed time frame and output payment schedule. This is obtained from the Directorate Secretariate.</p> <p>Current or recent research reports where these exist. The outsourcing contract and SLA directs the project development and output requirements.</p> <p>The latter is developed by the Directorate Policy Development and Review."</p> <p>MINMEC minutes, research reports, project output report and recommendations</p> <p>Existing Human Settlements policies and programmes, census data, South African reserve bank reports (SARB), national credit regulator(NCR) reports, national treasury report, banking sector reports etc.</p>
<b>Method of calculation</b>	Statistical Analyses of data and information
<b>Data limitations</b>	Empirical evidence
<b>Type of indicator</b>	Qualitative and quantitative
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Number of new National Human Settlement policies and guidelines
<b>Indicator responsibility</b>	Chief Director- Policy
<b>Portfolio of Evidence</b>	Submissions to EMT before it is fed into final policy decision-making process, Approved new policy by Minister and inclusion in the National Housing Code.

<b>Indicator title</b>	<b>Municipalities assessed and recommended for various level of accreditation and assignment</b>
<b>Short definition</b>	Accreditation programme seeks to delegate or devolve either all or certain housing programme for administration by municipalities for better planning and budget alignment.
<b>Purpose/importance</b>	The accreditation programme is purposed to locate decision making and accountability about the planning and development of built environment and sustainable humans settlements at a local level for better horizontal and vertical integration
<b>Source/collection of data</b>	National development plan, SA Acts and regulations, BNG, Housing Code
<b>Method of calculation</b>	Qualitative and quantitative
<b>Data limitations</b>	No amount documented literature on the delegation of functions from either national or provincial department to local government
<b>Type of indicator</b>	Qualitative and Quantitative
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Number of assessed Municipalities ready to be accredited
<b>Indicator responsibility</b>	Chief Director: Monitoring and Evaluation
<b>Portfolio of Evidence</b>	Assessment report

<b>Indicator title</b>	<b>Post-assignment and Post- accreditation monitoring and support programme implemented</b>
<b>Short definition</b>	To ensure that the obligations by the provinces in delegating the function to the municipalities happen, and to also ensure that the municipality that has been delegated meet its obligation of performing the functions that have been delegated to it
<b>Purpose/importance</b>	Housing Act and the National Municipal Accreditation Framework 2012
<b>Source/collection of data</b>	Qualitative and Quantitative
<b>Method of calculation</b>	Literature on the delegation of functions from either national or provincial department to local government
<b>Data limitations</b>	Qualitative and Quantitative
<b>Type of indicator</b>	Non cumulative
<b>Calculation type</b>	Quarterly
<b>Reporting cycle</b>	No except the supporting part
<b>New indicator</b>	Better capable, capacitated and performing municipalities
<b>Desired performance</b>	Chief Director : Capacity Development
<b>Indicator responsibility</b>	Post- accreditation monitoring and support report
<b>Portfolio of Evidence</b>	To ensure that the obligations by the provinces in delegating the function to the municipalities happen, and to also ensure that the municipality that has been delegated meet its obligation of performing the functions that have been delegated to it

<b>Indicator title</b>	<b>Implementation Strategy to increase the supply of housing opportunities for affordable housing market developed</b>
<b>Short definition</b>	Implementation Strategy to increase the supply of housing opportunities for affordable housing market developed
<b>Purpose/importance</b>	Strategy to increase the supply of housing opportunities for affordable housing market developed
<b>Source/collection of data</b>	Existing Human Settlements policies and programmes, census data, South African reserve bank reports(SARB), national credit regulator(NCR) reports, national treasury report, banking sector reports , Interviews with the Sector as well as the Social Contract Commitments etc.
<b>Method of calculation</b>	Statistical Analyses of data and information
<b>Data limitations</b>	Empirical evidence
<b>Type of indicator</b>	Qualitative and quantitative
<b>Calculation type</b>	Quantitative and Qualitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
<b>Indicator responsibility</b>	Chief Directorate: Regulatory Compliance Services, Chief Directorate Stakeholder and IGR, NHFC, Rural Housing Loan Fund, Nurcha
<b>Portfolio of Evidence</b>	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

<b>Indicator title</b>	<b>Institutional capacity for PHP to support informal settlement upgrading and rural housing enhance</b>
<b>Short definition</b>	1. Support self build methodology, 2. Promote the utilisation of Cooperatives model 3. Support the upgrading of informal settlements through PHP
<b>Purpose/importance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Source/collection of data</b>	National Development Plan, The Constitution, Housing Code and Act, Breaking New Ground-Comprehensive plan for housing delivery, Feedback from provinces and municipalities. ii) Director- PHP IA Mabalane ext 5223
<b>Method of calculation</b>	The system used is manual- word document
<b>Data limitations</b>	Ensure adherence to the PHP Policy Framework and the Implementation Guidelines towards the realisation of the objectives of the National Development Plan
<b>Type of indicator</b>	Programme performance Indicator
<b>Calculation type</b>	Qualitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Indicator responsibility</b>	Chief Directorate: Stakeholder and Programme support
<b>Portfolio of Evidence</b>	Quarterly report on the support in the utilisation of the self build methodology and the promotion of the Cooperatives model

<b>Indicator title</b>	<b>Programme to support community-based, cooperatives, non-profit rental and self-built housing developed</b>
<b>Short definition</b>	1. Support self build methodology 2. Promote the utilisation of Cooperatives model 3. Support the upgrading of informal settlements through PHP
<b>Purpose/importance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Source/collection of data</b>	National Development Plan, The Constitution, Housing Code and Act, Breaking New Ground-Comprehensive plan for housing delivery, Feedback from provinces and municipalities. ii) Director- PHP IA Mabalane ext 5223
<b>Method of calculation</b>	The system used is manual- word document
<b>Data limitations</b>	Ensure adherence to the PHP Policy Framework and the Implementation Guidelines towards the realisation of the objectives of the National Development Plan
<b>Type of indicator</b>	Programme performance Indicator
<b>Calculation type</b>	Qualitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Indicator responsibility</b>	CD: Programme Support and Stakeholder
<b>Portfolio of Evidence</b>	Quarterly report on the support in the utilisation of the self build methodology and the promotion of the Cooperatives model

<b>Indicator title</b>	<b>50 community-based organisations, civil society organisations, and other forms of non-governmental entities participating in human settlements development</b>
<b>Short definition</b>	<ol style="list-style-type: none"> <li>1. Support self build methodology</li> <li>2. Promote the utilisation of Cooperatives model</li> <li>3. Support the upgrading of informal settlements through PHP</li> </ol>
<b>Purpose/importance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Source/collection of data</b>	National Development Plan, The Constitution, Housing Code and Act, Breaking New Ground-Comprehensive plan for housing delivery, Feedback from provinces and municipalities. ii) Director- PHP IA Mabalane ext 5223
<b>Method of calculation</b>	The system used is manual - word document
<b>Data limitations</b>	Ensure adherence to the PHP Policy Framework and the Implementation Guidelines towards the realisation of the objectives of the National Development Plan
<b>Type of indicator</b>	Programme performance Indicator
<b>Calculation type</b>	Qualitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Approval of the PHP Implementation Guidelines and the Human Settlements Cooperatives Policy
<b>Indicator responsibility</b>	CD: Stakeholder
<b>Portfolio of Evidence</b>	Quarterly report on the support in the utilisation of the self build methodology and the promotion of the Cooperatives model

Indicator title	<b>Mechanism and incentives to mobilise and increase private sector participation is developed</b>
Short definition	4 quarterly progress reports submitted the financial and non-financial performance and governance of the human settlement entities against approved targets
Purpose/importance	Provide the Director General with performance monitoring information on the quarterly performance of the human settlement entities. This is so that non-performance is identified and corrective measures put in place.
Source/collection of data	2014-2019 Medium Term Strategic Framework Quarterly performance reports of the Human Settlements Entities analysed and submitted (Financial, non-financial and governance)
Method of calculation	Quantitative and qualitative
Data limitations	Delays in submitting performance reports and the accuracy of information submitted.
Type of indicator	Output and Impact Indicator
Calculation type	Quantitative and Qualitative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 quarterly reports on the performance of the human settlement entities submitted on time and with accurate information
Indicator responsibility	Chief Directorate: Regulatory Compliance Services, Chief Directorate Stakeholder and IGR, NHFC, Rural Housing Loan Fund, Nurcha
Portfolio of Evidence	4 Analysis reports on the performance of Human Settlements Entities analysed and submitted (financial, non-financial and governance)

Indicator title	<b>Develop mechanism to track employer assisted housing both in the public sector and in the private sector; including commitments in the SLP's as per the Mining Charter</b>
Short definition	Human Settlements Entities submit their Business Plan to the department with targets and failure to meet the target is followed up by the department and reported to the Accounting Officer
Purpose/importance	The strategy will be used to track or monitor delivery in all Employer Assisted Housing and mining Towns
Source/collection of data	Data will be collected from human settlements entities,
Method of calculation	Quantitative
Data limitations	Data comes from Human Settlements Entities
Type of indicator	Indicator measures output
Calculation type	Not cumulative as we report delivery quarterly and yearly.
Reporting cycle	Quarterly reports and yearly
New indicator	Not new
Desired performance	Performance below target is not acceptable
Indicator responsibility	CD: Stakeholder and IGR, Chief Financial Officer and Chief Director: CIO
Portfolio of Evidence	Document on reviewed products



<b>Indicator title</b>	<b>Multiyear human settlements development plans aligned with other sectoral spheres of government to increase coordination and collaboration</b>
<b>Short definition</b>	5-Year (Multi) Human Settlement Development Plans
<b>Purpose/importance</b>	Indicating how national MTSF targets should be achieved in the provinces
<b>Source/collection of data</b>	MTSF Numerical and Quantitative Targets, Provincial Multi-Year Plans informed by provincial project pipelines
<b>Method of calculation</b>	Pre-determined according to the MTSF
<b>Data limitations</b>	Provincial pipelines may not be adequate to numbers and readiness Funding constraints may limit the level of achievement possible
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Quarterly where applicable
<b>New indicator</b>	No
<b>Desired performance</b>	Increases in the numerical output of the MYHSDP is desirable
<b>Indicator responsibility</b>	CD: HSP and Stakeholder Management
<b>Portfolio of Evidence</b>	1 National Multi-Year Human Settlements Development Plan

<b>Indicator title</b>	<b>Inter sector and inter-sphere collaboration to increase programme delivery</b>
<b>Short definition</b>	4 Reports on Inter-sectoral, intersphere collaboration agreements signed and implemented
<b>Purpose/importance</b>	Inter sector and inter-sphere collaboration to increase programme delivery.
<b>Source/collection of data</b>	Agreements signed, submissions to management on a Quarterly basis on progress through quarterly reporting
<b>Method of calculation</b>	N/A
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Agreements signed
<b>Calculation type</b>	N/A
<b>Reporting cycle</b>	Quarterly basis on progress through quarterly reporting
<b>New indicator</b>	N/A
<b>Desired performance</b>	Agreements signed
<b>Indicator responsibility</b>	Chief Director Stakeholder and IGR
<b>Portfolio of Evidence</b>	Agreements signed

<b>Indicator title</b>	<b>Set of overarching principles and norms for human settlements spatial development completed</b>
<b>Short definition</b>	Human Settlement Norms and Standards
<b>Purpose/importance</b>	Provides updated guidelines for human settlement planning and design in the pursuit of sustainable human settlements
<b>Source/collection of data</b>	Sector-wide data as it pertains to all elements of human settlement planning
<b>Method of calculation</b>	NA
<b>Data limitations</b>	NA
<b>Type of indicator</b>	Output & Outcome
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quaterly
<b>New indicator</b>	New
<b>Desired performance</b>	NA
<b>Indicator responsibility</b>	CD: HSP
<b>Portfolio of Evidence</b>	Completed work modules

<b>Indicator title</b>	<b>Housing Programme and related Human Settlements spatial investment framework to guide coordination of spatial investments developed</b>
<b>Short definition</b>	HS Spatial Investment Framework
<b>Purpose/importance</b>	Indicates areas of highest investment potential, priority areas and most deprived areas to optimize government's housing investment from a spatial perspective
<b>Source/collection of data</b>	Economic Indicators, census information
<b>Method of calculation</b>	Built-in formula that results in a ranking system indicating where it is spatially and economically most beneficial to invest
<b>Data limitations</b>	Land availability
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	NA
<b>Indicator responsibility</b>	CD: HSP
<b>Portfolio of Evidence</b>	Final Spatial Investment Framework

## PROGRAMME 3

Indicator title	<b>Number (2 200) of informal settlements assessed</b>
Short definition	Assessment and Categorisation of informal settlements within a municipalities
Purpose/importance	Assessment of informal settlements in line with National Development Directives.
Source/collection of data	Municipalities and Ward Communities Committees
Method of calculation	Audited figures
Data limitations	Participatory Planning with Communities
Type of indicator	Impact
Calculation type	Based on number of Informal Settlements assessed
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	2 200 Informal Settlements assessed through participatory planning with Communities.
Indicator responsibility	CD: Programme Implementation Facilitation
Portfolio of Evidence	Number of households benefitting from informal settlements upgrading

Indicator title	<b>Number (2 200) of informal settlement upgrading plans developed</b>
Short definition	Upgrading of informal settlements within a municipalities
Purpose/importance	The Technical Assistance process aimed at providing a pipeline of well-founded project plans to secure Capital allocations for Implementation in line with National Development Directives.
Source/collection of data	Municipalities and Ward Communities Committees
Method of calculation	Audited figures
Data limitations	Credible Upgrading Plans Produced through participatory planning with Communities
Type of indicator	Impact
Calculation type	Based on number of credible Informal Settlements Upgrading Plans developed
Reporting cycle	Quarterly
New indicator	No
Desired performance	Informal Settlements Upgrading Plans produced through Participatory Planning with Communities.
Indicator responsibility	CD: Programme Implementation Facilitation
Portfolio of Evidence	Number of households benefitting from informal settlements upgrading

<b>Indicator title</b>	<b>Number (750 000) of households benefitting from informal settlements upgrading</b>
<b>Short definition</b>	750 000 households benefitting from upgraded informal settlements
<b>Purpose/importance</b>	Households upgraded to Phase 2 of the UISP programme
<b>Source/collection of data</b>	Provincial Department of Human Settlements
<b>Method of calculation</b>	Audited figures
<b>Data limitations</b>	Upgraded communities
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Based on the number of households benefitting from informal settlements upgrading
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	750 000 households
<b>Indicator responsibility</b>	CD: Programme Implementation Facilitation and PHP
<b>Portfolio of Evidence</b>	Number of households benefitting from informal settlements upgrading

<b>Indicator title</b>	<b>Informal Settlement Capacity Building Programme</b>
<b>Short definition</b>	Implement Capacity Building Programme
<b>Purpose/importance</b>	Capacity Building Services to strengthen Skills and Knowledge about Informal Settlement Upgrading within Municipalities and Provinces.
<b>Source/collection of data</b>	National Upgrading Support Programme (NUSP)
<b>Method of calculation</b>	Number of municipalities Capacity Building Programme Implemented
<b>Data limitations</b>	Skills and Knowledge within Municipalities and Provinces
<b>Type of indicator</b>	Services to Strengthen Skills and Knowledge
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Skills, Knowledge and Information Sharing about Informal Settlements Upgrading.
<b>Indicator responsibility</b>	CD: Programme Implementation Facilitation and Capacity Development
<b>Portfolio of Evidence</b>	Report on Capacity Building Programme course

<b>Indicator title</b>	<b>Number of affordable Rental Housing opportunities</b>
<b>Short definition</b>	Provide affordable Rental Housing opportunities
<b>Purpose/importance</b>	Rental projects aimed at addressing spatial, social and economic integration
<b>Source/collection of data</b>	Provincial Department of Human Settlements and Municipalities
<b>Method of calculation</b>	The use of excel spreadsheet
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	On-going
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Affordable rental housing opportunities created
<b>Indicator responsibility</b>	Unit: Private and Public Rental Housing Development and Social Housing Regulatory Authority, National Housing Finance Cooperation
<b>Portfolio of Evidence</b>	Number of affordable Rental Housing opportunities delivered

<b>Indicator title</b>	<b>Number of Restructuring Zones approved for the development of Social Housing Projects</b>
<b>Short definition</b>	A designated geographic areas for the implementation of social housing projects
<b>Purpose/importance</b>	Social Housing Projects can only be implemented in Restructuring Zones
<b>Source/collection of data</b>	Provincial Department of Human Settlements and Municipalities
<b>Method of calculation</b>	The use of excel spreadsheet
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Process
<b>Calculation type</b>	Once-off
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	To have approved Restructuring Zones for the development of Social Housing Projects
<b>Indicator responsibility</b>	Unit: Private and Public Rental Housing Development, SHRA, NHFC
<b>Portfolio of Evidence</b>	Approved Restructuring Zones

<b>Indicator title</b>	<b>Guideline Framework for testing the project readiness</b>
<b>Short definition</b>	An enabling guideline tool for testing project readiness
<b>Purpose/importance</b>	To assist the department in making informed decisions about the readiness of projects for approval
<b>Source/collection of data</b>	Provincial Departments of Human Settlements
<b>Method of calculation</b>	The use of excel spreadsheet
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Process/Impact
<b>Calculation type</b>	On-going
<b>Reporting cycle</b>	Cumulative Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To develop credible business plans
<b>Indicator responsibility</b>	Chief Director: Program and Project Planning and Planning
<b>Portfolio of Evidence</b>	Report on the implementation of Guideline Framework for testing the project readiness

<b>Indicator title</b>	<b>Number of housing opportunities planned and assessed</b>
<b>Short definition</b>	Projects aimed at addressing spatial, social and economic integration
<b>Purpose/importance</b>	To enable the department to deliver spatially targeted, high impact interventions in order to restructure settlement patterns
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework
<b>Method of calculation</b>	Based on audited figures
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Functional settlements that are spatially, socially and economically integrated
<b>Indicator responsibility</b>	Chief Director: Program and Project Planning and Planning
<b>Portfolio of Evidence</b>	Number of housing opportunities planned assessed for implementation



<b>Indicator title</b>	<b>Number of planned catalytic projects that addresses spatial, social and economic integration</b>
<b>Short definition</b>	National priority projects aimed at addressing spatial, social and economic integration
<b>Purpose/importance</b>	To enable the department to deliver spatially targeted, high impact interventions in order to restructure settlement patterns
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework
<b>Method of calculation</b>	Minister of Human Settlements
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Functional settlements that are spatially, socially and economically integrated (both new and revitalised)
<b>Indicator responsibility</b>	Chief Director: Program and Project Planning, Stakeholder and IGR
<b>Portfolio of Evidence</b>	Number planned catalytic projects that addresses spatial, social and economic integration

<b>Indicator title</b>	<b>Number of planned mining towns interventions</b>
<b>Short definition</b>	Provide improved levels of service for people residing in informal settlements in mining towns
<b>Purpose/importance</b>	Improved living conditions of people living in mining towns
<b>Source/collection of data</b>	2014-2019 Medium Term Strategic Framework
<b>Method of calculation</b>	Based on delivery trends
<b>Data limitations</b>	Reliant on credible information obtained from Provinces
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Functional settlements that are spatially, socially and economically integrated
<b>Indicator responsibility</b>	Chief Director: Program and Project Planning and Stakeholder and IGR
<b>Portfolio of Evidence</b>	Quarterly mining towns intervention report

<b>Indicator title</b>	<b>Revised Monitoring and Evaluation Framework</b>
<b>Short definition</b>	Monitoring and Evaluation Framework that set the basis for monitoring and evaluation on the human settlements sector
<b>Purpose/importance</b>	Monitoring and Evaluation Framework ensures that there is uniformity in reporting with regards to indicators and reporting time frames as prescribed by legislations
<b>Source/collection of data</b>	Provincial Department of Human Settlements, Metropolitan Municipalities, Local Municipalities, Human Settlements Institutions and other relevant stakeholders
<b>Method of calculation</b>	Based on reports produced, qualitative
<b>Data limitations</b>	Relies on data obtained from Provincial Department of Human Settlements, Metropolitan Municipalities, Local Municipalities, Human Settlements Institutions and other relevant stakeholders
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Effective and verifiable monitoring and evaluation practices
<b>Indicator responsibility</b>	CD: Programme Monitoring and Evaluation and Policy
<b>Portfolio of Evidence</b>	Reports on the implementation of the approved revised Monitoring & Evaluation Framework Revised Monitoring & Evaluation Framework

<b>Indicator title</b>	<b>Percentage of projects financed from the Human Settlements Development Grant and Urban Settlements Development Grants Conditional verified in terms of performance and status</b>
<b>Short definition</b>	Percentage of running projects monitored through physical site visits and other verification methodologies
<b>Purpose/importance</b>	Verification of the performance reported by the Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Source/collection of data</b>	HSS, Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Method of calculation</b>	Based on reports produced, qualitative and quantitative
<b>Data limitations</b>	Relies on data obtained from Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Reliable and Verifiable performance information
<b>Indicator responsibility</b>	CD: Programme Monitoring and Evaluation, Chief Investment Officer and Policy
<b>Portfolio of Evidence</b>	Reports on the performance of Provinces and Metropolitan Municipalities on the implementation of human settlements programmes and project

<b>Indicator title</b>	<b>Percentage of projects financed from the Human Settlements Development Grant and Urban Settlements Development Grants Conditional verified in terms of performance and status</b>
<b>Short definition</b>	Report on the progress with the implementation of the Human Settlements Programme of Action Delivery Agreement
<b>Purpose/importance</b>	Verification of the performance reported by the Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Source/collection of data</b>	HSS, Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Method of calculation</b>	Based on reports produced, qualitative and quantitative
<b>Data limitations</b>	Relies on data obtained from Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Reliable and Verifiable performance information
<b>Indicator responsibility</b>	CD: Programme Monitoring and Evaluation Chief Investment Officer and Planning
<b>Portfolio of Evidence</b>	Reports on the implementation of the Human Settlements Programme of Action Delivery Agreement

<b>Indicator title</b>	<b>Number of studies on the impact of selected human settlements programmes on the quality of living environment</b>
<b>Short definition</b>	Measurement of Impact of human settlements programmes and projects on the quality of the lives of the beneficiaries and the living environments
<b>Purpose/importance</b>	Ability to assess whether projects are being conducted effectively, in order to learn from and improve project activities; whether the programme is making a difference to people, groups or communities; and to use that evidence of the impact to advocate for continued implementation/discontinuation of the programmes
<b>Source/collection of data</b>	Provincial Department of Human Settlements, Municipalities and Beneficiaries
<b>Method of calculation</b>	Qualitative and quantitative
<b>Data limitations</b>	Based on data collected from sampled programmes, projects and beneficiaries
<b>Type of indicator</b>	Impact indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Formal, evidence-based procedures that assess the economic, social, and environmental effects of human settlements programmes and projects
<b>Indicator responsibility</b>	CD: Programme Monitoring and Evaluation and Policy
<b>Portfolio of Evidence</b>	Report on findings of impact studies

<b>Indicator title</b>	<b>Number of Data and relevant analysis reports on human settlements projects(delivery performance) funded from the Human Settlements Development Grant</b>
<b>Short definition</b>	Report on the delivery of housing units and serviced sites
<b>Purpose/importance</b>	Ability to account for resources used
<b>Source/collection of data</b>	Analysis reports on human settlements projects delivery funded from the HSDG
<b>Method of calculation</b>	Based on reports produced, qualitative and quantitative
<b>Data limitations</b>	Relies on data obtained from Provincial Department of Human Settlements and Metropolitan Municipalities
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Updated and reliable data analysis reporting
<b>Indicator responsibility</b>	CD: Programme Monitoring and Evaluation and Chief Investment Officer and Chief Investment Officer
<b>Portfolio of Evidence</b>	Data analysis reports on human settlements projects(delivery performance) funded from the Human Settlements Development

<b>Indicator title</b>	<b>Housing and related Human Settlements component contributing to the National Spatial mechanism to coordinate existing grants for targeted spatial interventions developed</b>
<b>Short definition</b>	HS Spatial Investment Framework
<b>Purpose/importance</b>	Indicates areas of highest investment potential, priority areas and most deprived areas to optimize government's housing investment from a spatial perspective
<b>Source/collection of data</b>	Economic Indicators, census information
<b>Method of calculation</b>	Built-in formula that results in a ranking system indicating where it is spatially and economically most beneficial to invest.
<b>Data limitations</b>	Land availability
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	NA
<b>Indicator responsibility</b>	CD: HSP and Chief Investment Officer
<b>Portfolio of Evidence</b>	Final Spatial Investment Framework

<b>Indicator title</b>	<b>Monitor and analyse the financial performance of provinces and municipalities</b>
<b>Short definition</b>	Provide funding mechanisms for the delivery of all human settlements programmes in line with approved policies, planning and strategies
<b>Purpose/importance</b>	The Grant Frameworks illustrate allocations to provinces and supplementary budgets to Metropolitan Municipalities with set conditions to enable the creation of sustainable and integrated Human Settlements that lead to an improved quality of households, access to basic services and improve spatial integration of Metropolitan Municipalities
<b>Source/collection of data</b>	Data will be collected from different stakeholders and this includes National Treasury, Department of Human settlements, Provinces and Municipalities
<b>Method of calculation</b>	Qualitative (non-financial) and quantitative (financial) targets are set and agreed upon with National Treasury, Provinces and Metropolitan Municipalities
<b>Data limitations</b>	Late submission of Grant framework inputs by Provinces and Metropolitan Municipalities will prolong the approval and implementation thereof Inaccurate budgets and performance indicators submitted lead to delay of grant framework implementation and necessary approvals
<b>Type of indicator</b>	Indicator measures according to the frameworks themselves and aligned to the MTSP
<b>Calculation type</b>	Budget principles are zero based and also non-cumulative, however the quarterly and monthly reports are cumulative
<b>Reporting cycle</b>	Monthly and quarterly reports for Human Settlements Development Grant and Quarterly for Urban Settlement Development Grant
<b>New indicator</b>	No new changes
<b>Desired performance</b>	Approved and published Grant frameworks
<b>Indicator responsibility</b>	Chief Financial Officer and Chief Director: Grant Management
<b>Portfolio of Evidence</b>	Approved Human settlement Grant and Urban Settlement Grant for the next MTEF period

<b>Indicator title</b>	<b>Monitor and analyse the performance of financial institutions and their lending patterns on home loans</b>
<b>Short definition</b>	HLAMDA – Monitoring lending patterns and practices by financial institutions in the home loan market (access to housing finance)
<b>Purpose/importance</b>	Access to housing finance
<b>Source/collection of data</b>	Quarterly report from financial institutions
<b>Method of calculation</b>	Statistical analysis of data and information
<b>Data limitations</b>	Returns disclosed by financial institutions
<b>Type of indicator</b>	Quantitative and qualitative
<b>Calculation type</b>	Statistical
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	None
<b>Desired performance</b>	1,5m housing opportunities
<b>Indicator responsibility</b>	Chief Investment Officer and Office of Disclosure
<b>Portfolio of Evidence</b>	Quarterly Report produced for the Minister

<b>Indicator title</b>	<b>Monitor the performance of state finance products for the gap submarket</b>
<b>Short definition</b>	HLAMDA – Monitoring lending patterns and practices by financial institutions in the home loan market (access to housing finance)
<b>Purpose/importance</b>	Access to housing finance by households in the affordable housing market
<b>Source/collection of data</b>	Quarterly report from financial institutions
<b>Method of calculation</b>	Statistical analysis of data and information
<b>Data limitations</b>	Returns disclosed by financial institutions
<b>Type of indicator</b>	Quantitative and qualitative
<b>Calculation type</b>	Statistical
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	None
<b>Desired performance</b>	1,5m housing opportunities
<b>Indicator responsibility</b>	Chief Investment Officer and Office of Disclosure
<b>Portfolio of Evidence</b>	Quarterly Report produced for the Minister

<b>Indicator title</b>	<b>Monitor and analyse employer assisted housing</b>
<b>Short definition</b>	Develop mechanism to track employer assisted housing both in the public sector and in private sector
<b>Purpose/importance</b>	The strategy will assist in measuring progress in delivery of houses in all cases where the Department partners the private sector for instance in Mining Towns
<b>Source/collection of data</b>	The strategy will be used to track or monitor delivery in all Employer Assisted Housing and mining Towns
<b>Method of calculation</b>	Data will be collected from different stakeholders, human settlements entities, National Treasury, Department of Human settlements, Provinces and Municipalities, Chamber of Mines, employers, Presidency, HAD and Department of Mineral
<b>Data limitations</b>	Qualitatively (efficiency will be the target)
<b>Type of indicator</b>	Data comes from all stakeholders such as Chamber of Mines, employers, Presidency, HAD and Department of Mineral
<b>Calculation type</b>	Indicator measures according to output and efficiency
<b>Reporting cycle</b>	not cumulative as we report delivery quarterly and yearly.
<b>New indicator</b>	quarterly reports and yearly
<b>Desired performance</b>	Its new
<b>Indicator responsibility</b>	Stakeholder Management and IGR
<b>Portfolio of Evidence</b>	Document on reviewed products





