

ANNUAL PERFORMANCE PLAN

2021 - 2022



human settlements

Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA



SOUTH AFRICAN
**ECONOMIC
RECONSTRUCTION
AND RECOVERY**
BUILDING A NEW ECONOMY



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An aerial, isometric-style illustration of a city neighborhood, showing a variety of residential buildings including single-family homes, townhouses, and multi-story apartment complexes. The scene is viewed from an elevated angle, looking down at the rooftops and streets. A thick, solid green diagonal line runs from the top-left corner towards the bottom-right corner, partially obscuring the city view. The overall color palette is muted, with greys, browns, and soft blues, giving it a clean, modern feel.

ANNUAL PERFORMANCE PLAN 2021 - 2022



Executive Authority Statement

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

We reached the milestone of providing over 4,9 million housing opportunities through our various housing programmes, which has benefitted millions of South Africans. It is also worth noting that we achieved this in times marked by stymied economic growth that led to budget reductions arising from a need to ensure that we cannot only balance our budgets but also ensure that we improve in terms of providing value for money. The Department's share of budget reductions was over R10 billion over recent years, whilst the demand for adequate shelter in functional settlements is continually increasing, in the face of rapid urbanisation.

We responded to the needs of South Africans under stringent conditions that made the Department unable to deliver at scale. By only reprioritising the provision to the elderly, the disabled and child-headed households. To the majority, we have decided to provide serviced sites as a start-up intervention with the additional support of material supply through the homeowner builders voucher scheme.

Together with Members of the Executive Council (MECs) from all our provinces, we were also confronted by the challenges of Covid-19 and the associated lockdown restrictions. We also had to deal with destitution that was caused by extraordinary occurrences such as floods, severe rains, fires, etc. As a result, the budget had to be sliced to create a special intervention for de-densifying informal settlements, providing rent and contractor relief schemes, etc.

We call for the partnership of the private sector and civil society organisations to join hands to amass the housing support interventions to our

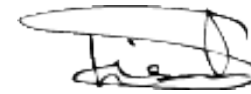
communities which will include establishing Property Transactional Support Centres in all Municipalities. Property Transactional Centres are key to provide information on housing development, trading as well as technical support required. The spatial targeting will continue as an intervention to drive spatial transformation, leverage private sector investments and ensure that delivery happens within the declared priority development areas (PDAs). Our focus is on ensuring that we provide multiple housing typologies which include a release of serviced sites, affordable rental housing in the PDAs, informal settlements upgrading, socio-economic amenities and offer mixed land use options.

Together with our entities, provinces, municipalities and the private sector we seek to improve overall living conditions, empower our communi-

ties in partnership with business, non-governmental organisations (NGOs) and communities. This way of doing business holds the promise of a better future for our country's people.

The transformation of the property market remains a cornerstone in building sustainable settlements, by ensuring that property ownership is extended to the majority of citizens and that barriers to active participation in trading, managing and investing in property are eliminated. Implementation of the set-aside policy must be pursued with vigour to benefit designated groups, in particular women, youth and persons living with disabilities,

This plan is an expression of our renewed focus and resolves to achieve the mandate of the Department in the term ahead and beyond.



LN Sisulu, MP

Minister for Human Settlements, water and Sanitation



Accounting Officer Statement

In terms of section 27(4) of the Public Finance Management Act, (PFMA) 1 of 1999 (as amended by Act 29 of 1999), the Accounting Officer of a department must submit to Parliament measurable objectives for each of its division within the department. The treasury regulations on strategic planning, requires each year, that the Accounting Officer of a state organ must prepare a strategic plan for the forthcoming Medium Term Expenditure Framework (MTEF) based on the Medium Term Strategic Framework (MTSF) period for approval by the relevant executive authority.

During this period the sector will see the discontinuation of Title Deeds Restoration Grant (TRG) and the introduction of Informal Settlements Upgrading Partnership Grant (ISUPG)

In terms of Chapter 8 of the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF) for 2019-24 continue to direct departmental priorities to ensure that there is meaningful progress in the implementation of identified priority areas. This is the development of sustainable human settlements in priority development areas. This includes the identification, acquisition, planning, funding and developments which includes

the delivery of mixed-income residential areas with a mix of typology and tenure, upgrading of informal settlements and opportunities for the provision of socio-economic infrastructure, by responsible sectors and spheres. If we achieve this, we will begin a meaningful and sustained contribution to the transformation of the space economy in South Africa. We must reverse the current stubborn disintegrated, racially divided and unjust spatial form into equitable, efficient and functional living spaces.

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

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

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

The fact that the department budget will suffer projected reductions of approximately R14 billion, will require that it maximizes the leverage it extracts from funds allocated to the department from the fiscus. This will allow the department to dampen the effects of the funding reductions on its delivery

objectives. The Human Settlements Development Bank will be required to deliver on funding mechanisms, innovation and systems for the department, provinces, municipalities, delivery partners, communities and individuals, to meet its objectives.

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

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

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




Mbulelo Tshangana

Director-General of Department of Human Settlements

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Human Settlements, under the guidance of Minister Lindiwe Sisulu.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Human Settlements is responsible.
- Accurately reflects the impact, outcomes and output that the Department of Human Settlements will endeavour to achieve during the period 2021 to 2022.

Signature: 

Sindisiwe Ngxongo:
Head Official responsible for Planning

Signature: 

Funani Matlatsi:
Chief Financial Officer

Signature: 

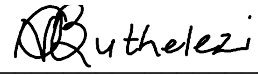
Joseph Leshabane:
Programme Manager: Programme and Project Management Unit

Signature: 

Xolani Xundu:
Acting Programme Manager: Corporate Service

Signature: 

Zoleka Sokopo:
Acting Programme Manager: Human Settlements Strategy and Planning

Signature: 

Nonhlanhla Buthelezi:
Acting Programme Manager: Human Settlement Delivery Frameworks

Signature: 

Mbulelo Tshangana:
Director-General

Approved by

Signature: 

LN SISULU, MP:
Executive Authority

LIST OF ABBREVIATIONS

AGSA:	Auditor-General South Africa	EAAB:	Estate Agency Affairs Board
BAS:	Basic Accounting System	EE:	Equal Employment
BAS:	Built Environment Performance Plan	ENE:	Estimated National Expenditure
BNG:	Breaking New Ground	EPWP:	Expanded Public Works Programme
CBO:	Community Based Organisation	GEHS:	Government Employee Housing Scheme
CCT:	City of Cape Town	FIC:	Financial Intelligence Centre
COGTA:	Cooperative Governance and Traditional Affairs	FLISP:	Finance Linked Individual Subsidy Programme
COP:	Community of Practice	FOSAD:	Forum of South African Directors-General
CPD:	Continuing Professional Development	HDA:	Housing Development Agency
CRU:	Community Residential Units	HOD:	Head of Department
CSOS:	Community Schemes Ombud Service	HLA:	Housing Land Availability
CWP:	Community Workers Programme	HLAMDA:	Home Loans and Mortgage Disclosure Act
DBC:	Departmental Bid Committee	HR:	Human Resources
DDG:	Deputy Director-General	HRD:	Human Resource Development
DEA:	Department of Environmental Affairs	HSDB:	Human Settlements Development Bank
DG:	Director-General	HSDG:	Human Settlements Development Grant
DHS:	Department of Human Settlements	HSS:	Housing Subsidy System
DMV:	Department of Military Veterans	ICT:	Information and Communication Technology
DOL:	Department of Labour	IDP:	Integrated Development Plan
DORA:	Division of Revenue Act	IGR:	Inter-governmental Relations
DPSA:	Department of Public Service Administration	IMS:	Information Management System
DPW:	Department of Public Works	ISP:	Informal Settlements Programme
DST:	Department of Science and Technology	IT:	Information Technology

MEC:	Member of the Executive Council
M&E:	Monitoring and Evaluation
Metros:	Metropolitan Municipalities
MTSF:	Medium Term Strategic Framework
NDoHS:	National Department of Human Settlements
NDP:	National Development Plan
NEDLAC:	National Economic Development and Labour Council
NHBRC:	National Home Builders Registration Council
NHFC:	National Housing Finance Corporation
PERSAL:	Personal and Salary System
PFMA:	Public Finance Management Act
PHDA:	Priority Housing Development Areas
PSETA:	Public Service Sector Education and Training Authority
Q1:	Quarter 1
Q2:	Quarter 2
Q3:	Quarter 3
Q4:	Quarter 4
RHLF:	Rural Housing Loan Fund

RSA:	Republic of South Africa
SDBIP:	Service Delivery and Budget Implementation Plan
SDC:	Skills Development Committee
SDF:	Spatial Development Framework
SHI:	Social Housing Institution
SHRA:	Social Housing Regulatory Authority
SITA:	State Information Technology Agency
SLA:	Service Level Agreement
SMME:	Small Medium and Micro Enterprise
SOP:	Standard Operating Procedure
SPLUMA:	Spatial Planning and Land Use Management Act
SPP:	Special Presidential Package
TDRG:	Title Deeds Restoration Grants
TEC:	Total Estimated Cost
UISP:	Upgrading of Informal Settlements Programme
USDG:	Urban Settlements Development Grant
WEGE:	Women Empowerment and Gender Equality

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Part A:
Our Mandate

Part A: Our Mandate

1. Updates to the relevant Legislative And Policy Mandates

The Housing Act of 1997, as amended, as principal legislation provides the roles and responsibilities of the three spheres of government. The National Government, acting through the Minister determines national policy including norms and standards in respect of housing development. The National Government should (amongst its other functions) set broad national housing delivery goals and facilitate the setting of provincial, and where appropriate, local government housing delivery goals.

General Proclamation Notice No. 1570 of 2009, signed off by the President of the Republic of South Africa (RSA), created the DHS as a successor to the Department of Housing. This notice, together with the Comprehensive Plan for the Creation of Sustainable Human Settlements, which was adopted by Cabinet in 2004, provided for a shift in the mandate, i.e. from providing housing to providing sustainable and integrated human settlements.

Chapter eight of the NDP of 2011 further controlled housing to work towards transforming human settlements to eliminate the apartheid spatial geography and to create settlements where people can work, pray, play and have access to social and economic amenities.

2. Institutional Policies And Strategies

The 1994 Housing White Paper, serve as a macro policy of the Department and became the policy foundation for several policy programme interventions and legislative instruments which have since been developed to date. It remains valid and continues to align the Comprehensive Plan for the Creation of Sustainable Human Settlements of 2004. The strategic thrust of the White Paper includes strategies to:

- Stabilize the housing environment;
- Mobilize housing credits and private savings;
- Provide subsidy assistance to disadvantaged households to assist them to access housing;

- Support the people's housing process;
- Rationalize institutional capacity in the housing sector;
- Facilitate the speedy release and servicing of land; and
- Coordinate and integrate public sector investment and interventions on a multi-functional basis.

The strategic thrust was translated into business plans, policy interventions and programmes and codified into Housing Code version 2000 and later revised into a Housing Code version 2009.

The table below provides a list of policies, legislation and strategies that shape the development of human settlements reforms:

Policy or Legislation	Purpose
White Paper on Housing 1994	To provide a macro policy that creates an enabling environment for housing delivery
Restitution of Land Rights Act of 1994 as amended	To provide for the restitution of rights in land to persons or communities that dispossessed of their rights in land and establish a Commission on Restitution of Land Rights
Housing Act of 1997 (as amended)	To recognise the constitutional right to housing and further define the roles and responsibilities of national, provincial and local government in relation to housing
Rental Housing Act of 1999	To regulate the relationship between landlords and tenants and provide for dispute resolution
Home Loan & Mortgage Disclosure Act of 2000	To promote fair lending practices, which requires disclosure by financial institutions of information regarding home loans
Housing Code Version 2009	To provide prescripts to enable the delivery of housing
Comprehensive Plan for the Creation of Sustainable Human Settlements of 2004	To outline a plan for the development of sustainable human settlements over 5 years
Social Housing Policy, 2005	To promote an enabling environment for social housing to flourish
Social Housing Act of 2008 and Social Housing Regulations, 2011	<p>To provide for the establishment of the Social Regulatory Authority, in order to regulate all Social Housing Institutions (SHIs)</p> <p>The regulations are used for the accreditation of SHIs, clear qualification criteria, compliance monitoring, the investment criteria that will be applicable in the social housing sector</p>
Housing Development Agency Act of 2008	To provide for the establishment of an agency that will facilitate land and landed property
Housing Development Agency Act Regulations, 2014	These regulate processes for the declaration of a priority housing development area (PHDA); steps in creating a priority housing development plan; funding considerations; implementation of the protocol; and the implementation of the housing development and cooperation between the different State Departments
NDP, 2012	The plan aims to provide a long-term perspective and defines the desired destination and identifies the role of different sectors in eliminating poverty and reducing inequality by 2030
Spatial Land Use Management Act of 2013	It provides a framework for spatial planning and land use management with the RSA
Rental amendment Act, 2014	It amends the Rental Act of 1999; provides norms and standards related to rental housing; introduces various changes that impact the relationship between tenant and the landlord; requires all municipalities to have a rental office; expands the powers of the Rental Tribunal; etc.

Policy or Legislation	Purpose
Youth Policy 2015-2020	It provides a framework for strengthening the capacity of key youth development institutions; consolidation and integration of the youth development into the mainstream of government; etc.
White Paper on the rights of persons with disabilities, 2016	It provides a framework for mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions, that remove barriers and application of the universal design integrates the obligations in the United Nations Covenant on Rights of Persons with Disabilities and other related matters
Integrated Urban Development Framework, 2016	It provides a framework to enable spatial transformation – by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns
Sustainable Development Goals	They provide a framework for a universal call to action to end poverty, protect the planet and to ensure that all people enjoy peace and prosperity by 2030. Through the call “Leave No One Behind”, countries committed to fast-tracking progress for those furthest behind first
Sendai Framework	It provides a roadmap to make communities safer and more resilient to disasters. It provides the Member States with concrete actions on how to protect development gains from the risk of disaster. It advocates the substantial reduction of disaster risk and loss of lives, livelihood and health, and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.
Agenda 2063	It is a strategic framework that provides a blueprint and master plan for transforming the African continent into a global powerhouse that delivers on its goal of inclusive and sustainable development
New Urban Agenda, 2016	It provides a shared vision for a better and more sustainable future – one in which all people have equal rights and access to benefits and opportunities that cities offer, and in which the international community reconsiders the urban systems and physical form of urban spaces to achieve this
Property Practitioners Act, 2019	It provides for the regulation of property practitioners, regulates the continuation of the Estate Agency Affairs Board (EAAB) in a new form of the Property Practitioners Regulatory Authority; and further provides for transformation of the property practitioners sector through, <i>inter alia</i> , the establishment of a transformation fund and a research centre on transformation
Gender Responsive Planning Budget, Monitoring, Evaluation and Auditing (GRPBMEA) Framework	To assist South Africa to achieve its Constitutional vision of non-sexist society and gender equality, empowerment and gender equality, and ensure allocation of adequate resources for WEGE

Policy or Legislation	Purpose
Consumer Protection Measures Act of 1998	It provides for the protection of housing consumers, the continuance of the National Home Builders Registration Council as the National Home Building Regulatory Council, the registration of home builders, and the registration/ enrolment of homes to be covered by the home warranty fund
Sectional Titles Schemes Management Act of 2011	This legislation provides for: the division of buildings into sections and common property; the acquisition of separate ownership in sections coupled with joint ownership in a common property; the establishment of body corporates to control common property and for that purpose to apply rules; and the establishment of a sectional titles regulation board, etc.
Community Schemes Ombudsman Service Act of 2011	This legislation: provides for the establishment of the Community Schemes Ombud Service (CSOS); articulates the mandate and functions of the CSOS; and further provides a dispute resolution mechanism for community schemes; etc.

In the previous 2014 - 2019 MTSF period, the Department reviewed policy programmes and also commenced with a consultation process that was aimed at rationalizing the existing programmes in the Housing Code based on practical experience arising from implementation, the new vision, and the goals set out in the NDP for 2030. The rationalization does not just seek to carry out procedural changes in these policy instruments but seeks to craft strategies to address the delivery of sustainable human settlements. The process also included

evaluating programmes, checking what was achieved, what worked through those strategies, policies and programmes and also identified what needs to be phased out and address gaps that may exist.

The process also included the review of expenditure that was incurred in the key programmes to improved efficiency, accountability, rights and responsibilities of the different spheres of government, including the entities of the National Department.

The Department has embarked on a process of undertaking research to support policy development and worked towards enhancing the White Paper on Human Settlements. The enhanced White Paper will outline the policy path for the development trajectory and assist if required in the amendment of the Housing Act of 1997. This process will also contribute to the development of the National Human Settlements Code that will have reformed policy programmes.

The planned policy initiatives for this period include:

- Enhancing the policy foundation for the development of Human Settlements
- The development of the Human Settlements Code
- The refinement of the upgrading of Informal Settlements Programme,
- The drafting of a Comprehensive Rental Policy
- The crafting of the Affordable Housing Policy
- The introduction of programmes that address vertical and horizontal planning and improve budget planning and alignment across spheres of government
- Drafting of the policy on Property Transactional Support Centres
- Guidelines on phasing out arrangements
- The development of an owner-builder housing Voucher Scheme
- The development of the Empowerment and social facilitation policies will also deal with material supplier strategies
- Finalising the Urban Land Policy that supports housing and human settlements.

3. Relevant Court Rulings

Several court rulings affect the operations of the human settlements sector. In some instances, the impact directly on the National Department, in so far as they relate to the mandate of the Department. In so far as they impact on provinces and municipalities, the Department may exercise oversight support to ensure implementation of court decisions. These cases include the following;

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

- Ndlovu, Ngcobo, Bekker & Another v Jika 2003 (1) SA 113 (SCA): In Ndlovu, the tenant's lease had been terminated lawfully, but he had refused to vacate the property. In the Bekker matter, a mortgage bond had been called up, the property sold in execution and transferred to the present appellants, but the erstwhile owner had refused to vacate. In neither case had the applicants for eviction complied with the procedural requirements of the PIE Act, and the only issue for the Court to decide was whether they had been obliged to do so.
- The Government of the Republic of South Africa and Others v Irene Grootboom and Others: The High Court held that under section 28 (1) (c) of the Constitution, affording special protection to children, the government is obliged to provide children and their parents with immediate shelter. The Court declared that the government had not met its Constitutional obligations and ordered the government, within its available resources, to devise, fund, implement and supervise measures to provide relief for all, including those without children, who are in desperate need.

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



Part B:
Our Strategic Focus

Part B: Our Strategic Focus

It must be stated upfront that the Department's Strategic Focus is derived directly from the approved Medium Term Strategic Framework (MTSF) for the 6th Administration. Accordingly, the Department and the human sector as a whole will focus on the following priorities:

- Address Spatial Transformation and Consolidation by directing grant and other investments into declared priority human settlements & housing development areas
- Upgrade informal settlements to phase 3 (tenure security and basic services)
- Build more subsidy houses
- Prepare and allocate serviced residential stands (to address rapid urbanisation and urban land reform objectives)
- Register title deeds for subsidy houses
- Make neighbourhoods more liveable
- Partner with private developers and investors to build integrated and mixed-use settlements and increase the supply of affordable housing for households in the gap housing market segment.

1. Update Situational Analysis

This analysis is based on an assessment of both the internal and external factors and environment of the Department, in line with the 2020-2025 departmental strategic plan. It is important to consider both internal and external factors that have

an impact on the Department meeting its strategic objectives, which are currently framed as outcomes. As such, in the analysis of the relationship between strategic planning and business performance in the public sector, organisations must scan their environ-

ments, due to the high level of challenges, uncertainty and turbulence, which affect the pace and quality of products that determine the achievement of constitutional mandates.

2. External Environmental Analysis

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

Political	Economic	Social
<ul style="list-style-type: none"> • Debilitating political contestation • Negative impact on the delivery of coalition governments in municipalities 	<ul style="list-style-type: none"> • Low economic growth. • High levels of unemployment • Shrinking public sector budgets due to a constrained fiscus • Impact of the global economic meltdown • Loss of capacity in the sector due to closure of private sector partners • Rising input cost - price of building materials • Impact of business fora 	<ul style="list-style-type: none"> • High Citizens' perceptions • Inability to manage the impact of undocumented foreign nationals in housing allocations • Lack of appropriate consumer/ education • Poor location of settlements locations about the access to economic opportunities and this puts a burden on citizens for costs concerning transport and other services
Technological	Environmental	Legal
<ul style="list-style-type: none"> • The slow pace of adapting to new technology • The lack of application of alternative and innovative building technologies • The positive impact of the 4th Industrial Revolution on standards and quality 	<ul style="list-style-type: none"> • The negative impact of COVID- 19 in dense areas • Delays in the application of SPLUMA principles • Negative impact on climate change on location and availability of land • The impact of natural emergencies and disasters • The impact of topography and terrain on implementation • Rapid urbanization • Unlawful occupation of land 	<ul style="list-style-type: none"> • Implications of Constitutional Court decisions • Lack of appropriate policy implications • Effect of international conventions and agreements, on norms and standards and costs • Delays as a result of litigation and court judgments

Economic Outlook

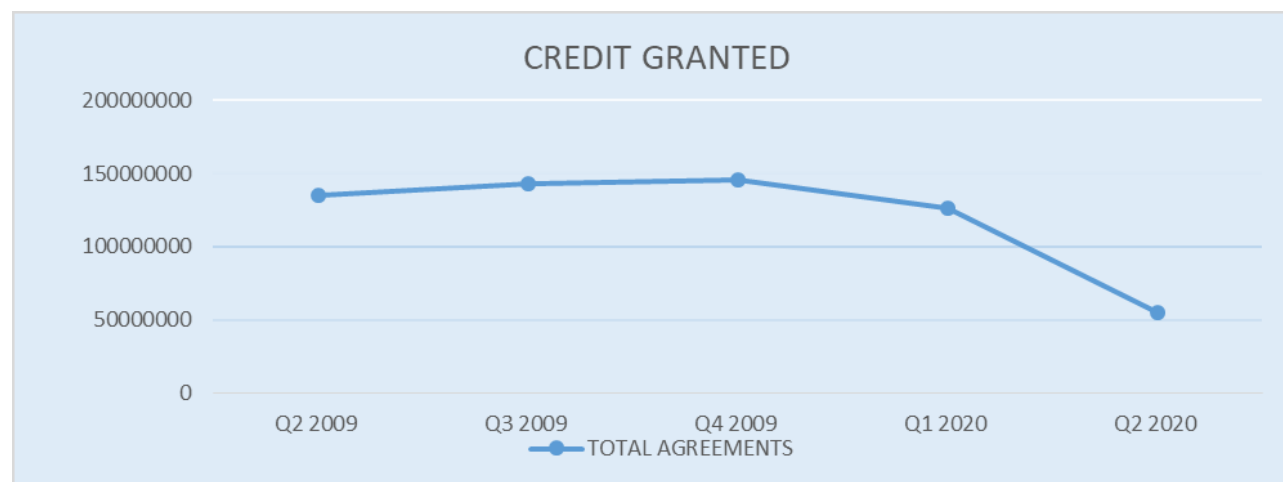
The economy is expected to grow by 0.9% and to rebound to 5.5% in 2021 before moderating slightly to 4.2% in 2022 according to the National Treasury. The revenue overrun is expected at R99.6bn for this fiscal year (2020/21), with revenue collections now estimated at R1.363tr, but still well below the R1.531tr of the previous fiscal year (of 2019/20). The country's weakening fiscal outlook means that funding for Human Settlements will remain under pressure. COVID-19 has had a devastating impact on the economy as businesses shut down operations.

Unemployment

The unemployment rate also rose by 1.7% to 32.5% in Q4.20, youth unemployment (15-24yrs) climbed to 63.2% in Q4.20, while the expanded unemployment rate remains high at 42.6% from 61.3% in Q3.20. The expanded unemployment rate fell slightly from 43.1%: in Q3.20 in Q4.20 to 42.6% but the proportion remained worryingly elevated.

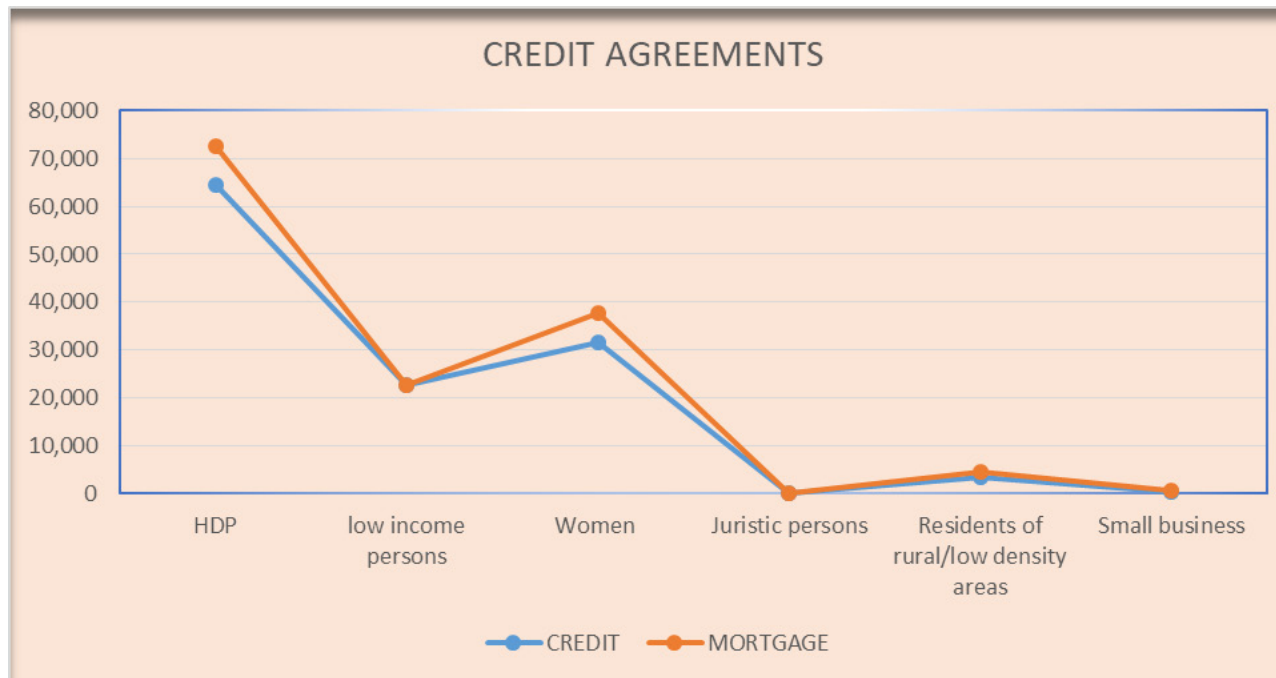
Affordable Housing Market Trends

The latest Consumer Credit Market Report indicates that there were 26.96 million credit-active consumers as of the end of June 2020 and 16.96 million were consumers classified in good standing. The percentage of credit-active consumers with impaired records decreased to 37.10%, comprising 22.90% of consumers in three months or more in arrears. According to the National Credit Regulator's Consumer Credit Report Monitor, the value of consumer credit granted for the quarter ended June 2020 showed a decrease of R71.67 billion which translates to 56.72%. This can be attributed to the global pandemic COVID-19. During this period South Africa was on lockdown alert level 1 which had put stringent restrictions on the economic activities. Most people temporarily or permanently lost their source of incomes which might be partially contributing to the lower level of credits granted. The financial sector was also on high alert not to grant credit to people who might not be able to repay.



CCMR: June 2020

The graph below shows data on several credit agreements with various applicants. According to this as reported by Banks, a total of 122 846 credit agreements were reached with Historically Disadvantaged People (HDP), low-income persons, women, juristic persons, residents of rural/low-density areas and small business. Out of this, 31 548 were women applicants. When it comes to mortgage agreements, a total of 15 683 agreements were reached and women accounted for 6 300.



Stakeholder Analysis

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

STAKEHOLDER	NEEDS & EXPECTATIONS
Human Settlements entities	Extension of Department's mandate, funding, policy directive and capacity support
Provincial Departments	Policy directive and funding Capacity support
Other national Departments	Convergence of mandates Partnerships for delivery of programmes
Metros	USDG funding to supplement the capital budget of metros
Banking and financial services sector	Market guarantee of subsidy commitments
NGOs	Government to deliver its mandate
Private-sector employers including Mining companies	Partner with the government to deliver its mandate
Private developers	Co-investment Partners in the development of integrated settlements
Citizens	Suitable and integrated human settlements Subsidised housing and affordable housing

In the previous year, the Department signed a partnership agreement with civil society Organisations and worked hard in terms of putting together strategies for the delivery of human settlements. This assisted the Department in finding better approaches and de-densifying informal settlements. In the coming years, the Department will focus on the following priorities:

- Direct investment into identified and designated priority human settlements and housing development areas, which will bring alignment with the district development model.
- Delivery of more houses and serviced sites in proclaimed (formal townships).
- Delivery of social housing, affordable housing and rental units.
- Upgrading of informal settlements.
- Registration of title deeds.
- Retrofitting socio-economic amenities in catalytic projects
- Transforming the property sector and
- Empowering and increasing the participation of designated groups.

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

- Responsive policies and programmes.
- Proclamation of Home Loan Disclosures amendment Act and begin to develop regulations that will enable implementation
- Upscaling the rapid upgrading of the Informal Settlements Programme (ISP).

- Ensuring that qualifying beneficiaries are transparently provided with security of tenure.
- Undertake all processes leading to the finalisation of the Human Settlements Development Bank (HSDB) Bill.
- Realign organisational structures to support the strategy and priorities outlined herein.

Sector institutional capacity remains a serious constraint in the development of sustainable human settlements, apart from financial resources. The time

has now come to focus explicitly on the development of the capacity assembly programme to support the execution projects.

The Department will continue to ensure that it reviews the costs of delivering houses and reform the funding structure to create employment and train youth, create a human settlements empowerment programme, innovative technology programme, material supplier and developer programme and also bring the private sector.

3. Internal Environment Analysis

The Department has had to review its organisational structure, with a view to better position itself to respond to changing needs, as well as to deliver on the priorities set out in the 2019-2024 MTSE. The reviewed organisational structure will enable the Department to function better through a revised programme budget structure that incorporates a regional-based implementation approach that will operate within the framework provided through the district development model, as well as enhance the support offered to provinces and

municipalities for human settlements delivery. This thus serves as a potential strength and opportunity for the Department to start doing things differently, to effectively achieve its strategic objectives. Still, on the structure of the Department, there has been fair stability in terms of the senior management positions at the Department, as most incumbents have been in the same positions for five (5) years or more. This assures the strength of institutional memory and consolidation of business

process among senior managers at the Department. Also, the Department continues to enhance skills through the Human Resource Development (HRD) Training Programme and a bursary programme, which helps officials to effectively contribute towards departmental performance.

This indicates another set of strengths and opportunities for the Department in the revised organisational structure.

The table below lists the strengths, weaknesses, opportunities and threats concerning the Department, as well as the entire human settlements sector.

SWOT ANALYSIS	
Internal Environment	External Environment
<p>Strengths</p> <p>The Department has:</p> <ul style="list-style-type: none"> • Enabling policies • A budget • A Capacity Development Framework • Institutional memory • Consolidated business processes • Human capital and internal expertise • Built capacity through the HRDP and the bursary programme • Integration of sector transformation targets (Women, Youth and Persons with Disabilities) in the Corporate plans of entities 	<p>Opportunities</p> <p>The Department has an opportunity to:</p> <ul style="list-style-type: none"> • Champion the upscaling of alternative building technology (ABT) <ul style="list-style-type: none"> • Strengthen inter-governmental relations(IGR) coordination and integration • Develop capacity and skills • Realign its human capital • Align the budget structure, organisational structure and departmental strategy (MTSF priorities) • Staff are eager to get involved (re-assigned) Youth, women, Military Veterans and Persons with Disabilities are ready to participate in the Human Value Chain
<p>Weaknesses</p> <ul style="list-style-type: none"> • Inability to spend the budget • Misalignment of human capital to sector-wide functions • Poor communication and consultation with (intended) beneficiaries • Duplication of functions (PPMU vs HDA) • Dwindling staff morale 	<p>Threats</p> <ul style="list-style-type: none"> • Constant political changes and resultant instability • Economic instability • Rejection of ABT by communities • Perceptions of sector-wide corruption • Poor response to change, due to undefined internal staff rotation • Population growth • National disasters e.g. Covid-19, fires, floods

NB:These lists are not exhaustive.

Nevertheless, the DHS is committed to facilitating and supporting the creation of sustainable and integrated human settlements across the country. This commitment is in response to the NDP proposal and is outlined in the MTSF 2019–2024, including the promotion of social inclusion; economic growth and priority development areas; ensuring that beneficiaries obtain security of tenure, and spatial restructuring.

Although the government has delivered almost 4.9 million houses and housing opportunities since the dawn of democracy, the demand for housing closer to economic opportunities continues to be the main challenge facing the country. The graph below depicts the trends in terms of delivery of housing opportunities

The demand for housing has been influenced by the increase in urbanisation, which has unintentionally increased by informal dwellings, thereby putting pressure on the country's existing infrastructure. Statistics South Africa estimates that, by 2020, there will be about 3.6 million new household for-

mations, with more than 2 million people falling into the income category of less than R3 500, 00 per month. This will contribute to an increased demand for housing.

There has been a reduction over the last few medium-term cycles. A cumulative amount of R53 billion has been cut from the national sphere of government, including large programmes and transfers to public entities. In light of this and increasing building costs, it has become increasingly difficult to achieve delivery targets. Also, all spheres of government have experienced chronic developmental, institutional, planning, funding and implementation challenges in the delivery chain of sustainable human settlements. These include:

- A systemic lag in the development of new bulk and link infrastructure due to limited financial, organisational capacity and weak planning.
- Procurement management delays and challenges in the provinces and municipalities.

- Regulatory and governance weaknesses in the development process.
- Incidents of man-made and major climate-change-induced disasters and emergencies.
- The constraints associated with a lack of appropriate planning and adequate funding.
- The impact of rapid and widespread urbanization.
- Loss and erosion of technical capacity, knowledge and experience (high personnel attrition)

The Department is committed to ensuring that socio-economic transformation is an integral part of its value chain opportunities. The Department supports small, medium and micro-enterprise (SMME) development through the allocation of infrastructure expenditure worth 40% of both the HSDB and USDG to entities owned by designated groups. The process outlined finds expression in preferential procurement and has commenced with the process of verifying the extent to which provinces and metros are incorporating these sectors is unfolding.

Empowerment and Transformation of Designated Groups

The construction sector still lacks transformation, which contributes to the inability of the majority of previously disadvantaged individuals to participate meaningfully in the mainstream economy. Cabinet approved a framework for sector transformation which will enable the planning, budgeting, monitoring, evaluation and auditing of programmes targeting the designated groups.

A framework for the 40% budget set aside in terms of HSDG and the USDG allocation to entities that are owned by designated groups is being put in place. Education and skills transfer is prioritised for designated groups and the entities they own to enhance their participation, growth and resilience. The Department is responding by strengthening the capability of contractors to achieve efficiency and quality housing units through registration and empowerment of contractors with the National Home Builders Registration Council (NHBRC). The contractors then undergo empowerment through the Emerging Home Builder Training Programme, NHFC Contractor Development Programme. Also, the Department is active in creating a technical skills base at the lowest levels and supporting the Artisan Development Programme.

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

Suitability of Units allocated to Designated Groups

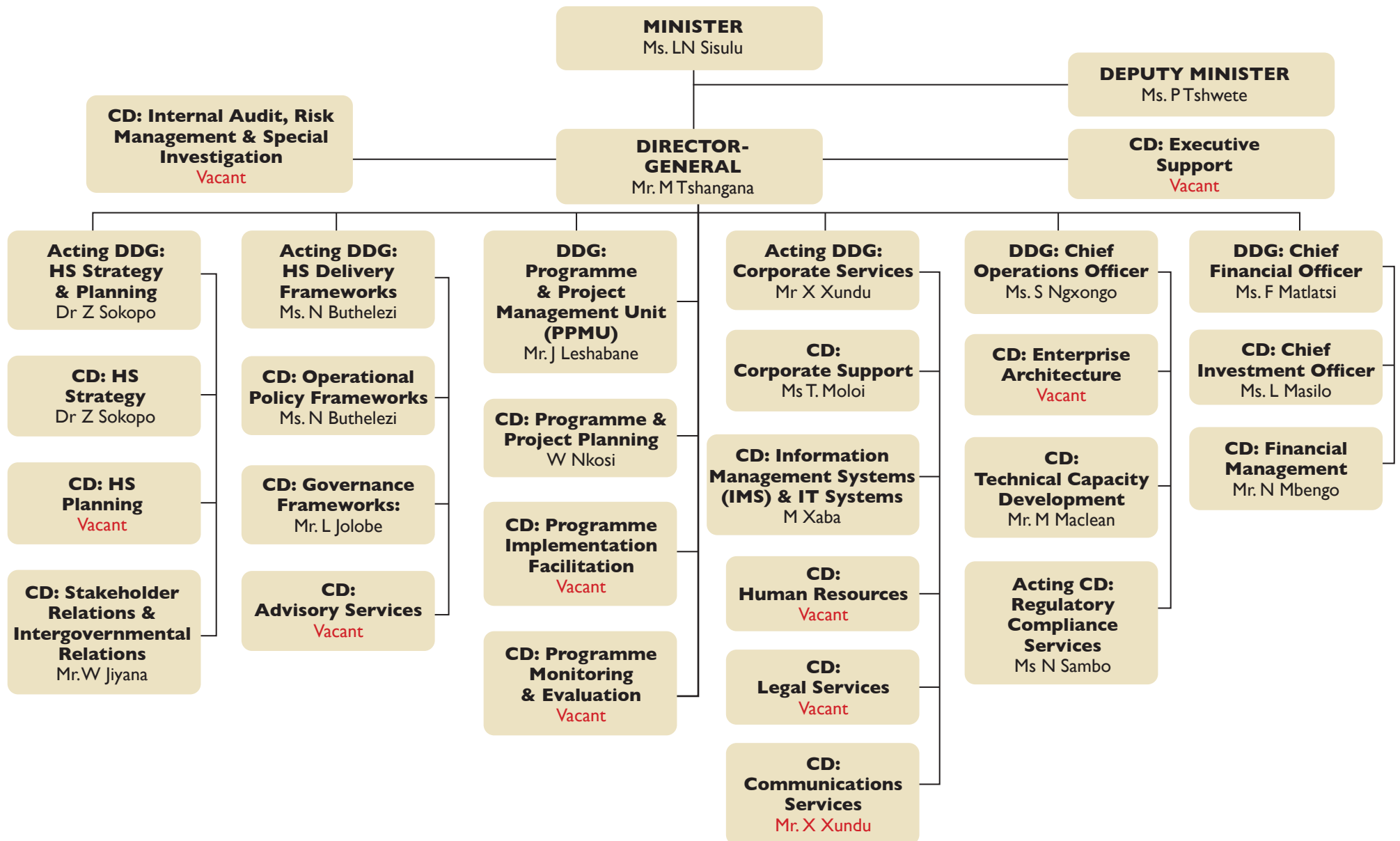
It has been noted that some disabled beneficiaries occupy houses that are not compliant with part S of the SANS 10400. It has also been proposed that an additional module of persons with disabilities for the beneficiary management and Housing Subsidy System (HSS) be developed, to enable implementers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

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

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

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

DEPARTMENT'S ORGANISATIONAL STRUCTURE





Part C:
Measuring Our Performance

Part C: Measuring Our Performance

I. Institutional Programme Performance

I.1 Programme I: Administration

- I.1.1 Purpose of Programme: Provide strategic leadership, management, and support services to the Department.

Sub-Programmes: Departmental Management:

Enterprise Architecture, Executive Support, Financial Management, Risk Management Human Resources Management, Communication Services and IMS.

1.1.2 Outcomes, outputs, performance indicators and targets

Sub-Programme: Departmental Management and Financial management

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme : Enterprise Architecture, Executive Support and Financial Management									
Functional, efficient and integrated government	Annual Financial Statements free from errors and misstatements	Unqualified audit opinion with no material findings	Unqualified 2016/17 Audit Report with matter of emphasis on financial information and material findings on predetermined objective	Unqualified audit opinion 2017/18 with no matters of emphasis	Unqualified audit opinion 2018/19 with no matters of emphasis	Unqualified audit opinion with no matters of emphasis	2020/21 unqualified audit opinion with no material findings	2021/22 unqualified audit opinion with no material findings	2022/23 unqualified audit opinion with no material findings
	Compliant statutory reports	Percentage compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts complied to	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts

Sub-Programme: Departmental Management

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme : Enterprise Architecture, Executive Support and Financial Management									
Functional, efficient and integrated government	Inter- nal audit reports	Percentage implementation of the approved internal audit plan	81% implemen- tation of the approved inter- nal audit plan	100% implemen- tation of the approved inter- nal audit plan	82% implemen- tation of the approved inter- nal audit plan	100% implementa- tion of the approved internal audit plan	100% imple- mentation of the approved internal audit plan	100% implemen- tation of the approved inter- nal audit plan	100% imple- mentation of the approved internal audit plan
	Anti-Fraud and corrup- tion reports	Percentage of the approved Anti-Fraud and Corruption Implementation Plan executed	61% implemen- tation of the Anti-fraud and Corruption Plan was imple- mented	100% implemen- tation of the approved Anti-fraud and Cor- ruption Imple- mentation Plan	100% execu- tion of the approved anti-fraud and corrup- tion implemen- tation plan	100% execu- tion of the approved anti-fraud and corrup- tion implemen- tation plan	100% execu- tion of the approved anti-fraud and corrup- tion implemen- tation plan	100% execu- tion of the approved anti-fraud and corrup- tion implemen- tation plan	100% execu- tion of the approved anti-fraud and corrup- tion implemen- tation plan
	Risk Man- agement Status Report	Percentage Implementation of the approved Risk Manage- ment Imple- mentation Plan	97% implemen- tation of the approved Risk Management Implementation Plan	100% implemen- tation of the approved Risk Management Implementation Plan	100% imple- mentation of the approved Risk Manage- ment imple- ment plan	100% implemen- tation of the approved Risk Management Implementation Plan	100% imple- mentation of the approved Risk Manage- ment Implemen- tation Plan	100% implemen- tation of the approved Risk Management Implementation Plan	100% imple- mentation of the approved Risk Manage- ment Imple- mentation Plan

Sub-Programme: Corporate Services

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme		Human Resources Management, IMS and Communication Services							
Functional, efficient and integrated government	HR Implementation Report	Percentage implementation of the HR Implementation Plan	82% Implementation of the HR Plan	93% implementation of the HR Plan	68% implementation of the HR Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan
	Report on the percentage implementation of the approved annual ICT strategic plan	Percentage implementation of approved annual ICT plan	New Target	New Target	New Target	New Target	100% implementation of approved annual ICT plan	100% implementation of approved annual ICT plan	100% implementation of approved annual ICT plan
	Report on the implementation of the approved communication Strategy	Percentage implementation of the approved communication Strategy	New Target	New Target	New Target	New Target	100% implementation of the approved communication Strategy	100% implementation of the approved communication Strategy	100% implementation of the approved communication Strategy

I.1.3 Output Indicators: Annual and Quarterly Targets

Sub-Programme: Departmental Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Enterprise Architecture, Executive Support and Financial Management					
Unqualified audit opinion with no material findings	2020/21 unqualified audit opinion with no material findings	No Target	2020/21 unqualified audit opinion with no material findings	No Target	No Target
Percentage compliance with statutory tabling and prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts

Sub-Programme: Departmental Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Internal Audit, Special Investigations and Risk Management					
Percentage implementation of the approved Internal Audit Plan	100% implementation of the approved internal audit plan	15% implementation of the approved internal audit plan	35% implementation of the approved internal audit plan	55% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan
Percentage execution of the approved anti-fraud and corruption implementation plan	100% execution of the approved anti-fraud and corruption implementation plan	100% execution of the approved anti-fraud and corruption implementation plan	100% execution of the approved anti-fraud and corruption implementation plan	100% execution of the approved anti-fraud and corruption implementation plan	100% execution of the approved anti-fraud and corruption implementation plan
Percentage implementation of the approved Risk Management Implementation Plan	100% implementation of the approved Risk Management Implementation Plan	42% implementation of the approved Risk Management Implementation Plan	58% implementation of the approved Risk Management Implementation Plan	75% implementation of the approved Risk Management Implementation Plan	100% implementation of the approved Risk Management Implementation Plan

Sub-Programme: Corporate Services

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Corporate services: Human Resources Management, IMS and Communication Services					
Percentage implementation of the HR Implementation Plan	100% implementation of the Annual Human Resource Implementation Plan.	100% implementation of the Annual Human Resource Implementation Plan.	100% implementation of the Annual Human Resource Implementation Plan.	100% implementation of the Annual Human Resource Implementation Plan.	100% implementation of the Annual Human Resource Implementation Plan.
Percentage implementation of the approved annual ICT plan	100% implementation of approved annual ICT plan	15% implementation of the approved annual ICT plan	45% implementation of approved annual ICT plan	75% implementation of approved annual ICT plan	100% implementation of approved annual ICT plan
Percentage implementation of the approved communication strategy	100% implementation of the approved communication strategy	25% implementation of the approved communication strategy	50% implementation of the approved communication strategy	75% implementation of the approved communication strategy	100% implementation of the approved communication strategy

1.1.4 Explanation of planned performance over the medium term period

The contribution of the Administration Programme to the Department's performance is through the provision of an effective and efficient administrative service to the line function, to implement policies and programmes geared to deliver sustainable human settlements and thereby realise the targets expressed in the Annual Performance Plan (APP) and Medium Term Strategic Framework (MTSF). This outcome also gives meaning and effect to section 38 of the Public Finance Management Act (PFMA) of 1999, which places an active duty on the Accounting Officer to ensure that the department

has effective, efficient and transparent systems of internal audit, financial and risk management controls.

The choice of the outcomes in Programme One (1) is based on the promotion of good governance at the Department, consistent with national objectives as contained in the NDP and MTSF. Good corporate governance is a foundation for efficient and effective service delivery. The achievement of an unqualified audit opinion with no matters of emphasis is an indication of effective and efficient internal controls implemented by the Department in its daily opera-

tions. This provides confidence in not only the processes and systems used but also mainly in the management of the performance environment at large as well as the output items and outcomes.

The enablers to achieving these stated 5-year targets rest with the provision of effective and efficient key administrative functions. These may include the provision of the necessary capacity to implement programmes and projects, a stable ICT infrastructure to enable the Department to carry out its mandate and to effectively and efficiently manage the available financial resources.

Realignment of the organisational structure to support strategy is also one of the strategic enablers for the 5-year targets to be achieved. This entails adjusting the organisation's structure in support of the strategy. Positioning the entities to support the strategy and implement the required institutional arrangements and institutional structures to implement the strategy.

The outcomes of this process contribute indirectly to the impact statement by ensuring that processes, systems and necessary controls are in place to support the implementation of programmes and projects aimed at delivering sustainable human settlements.

Human Resources will facilitate the provision/availability of a diverse, capacitated, knowledgeable, committed and healthy Departmental workforce to support implementation and achievement of MTSF priorities. This includes review, redesign and realignment of the Organisational Structure, to an approved Budget Structure and MTSF priorities; Recruitment, placement, effective use and retention of requisite and competent personnel capacity; Reduction of a high vacancy rate towards the prescribed percentage including the freezing of unfunded posts of the MTSF. The online leave systems will be integrated for effective monitoring of staff leave use and records. The skills gaps will be assessed and reduced through an informed Depart-

mental Skills Audit, profile, relevant Skills Development and Training interventions, as well as staff re-assignments and placements to components with capacity shortages. Facilitating sound labour relations and Employer/ Employee Wellness Programmes to inculcate a healthy working culture and environment.

ITC will facilitate the provision of relevant, accessible, responsive, integrated, interfaced, transversal and public-oriented ITC technical and advisory support services, infrastructure and systems in support of continued business operations, programmes and projects; continued facilitated accessibility and enhancement of the HSS environment and the National Housing Needs Register.

I.2 Programme 2: Integrated Human Settlements Planning and Development Programme

I.2.1 Purpose of Programme:

Manage the development of policy, planning and research in the creation of sustainable and integrated human settlements, oversee the delivery of the integrated residential development programme, provide public entity oversight, and coordinate intergovernmental partnerships with stakeholders

Sub-Programmes: Macro Sector Planning, Macro-Policy and Research, Monitoring and Evaluation, Public Entity Oversight, Grant Management and Capacity Building and Sector Support.

1.2.2 Outcomes, outputs, performance indicators and targets

Sub-Programme: Macro Sector Planning

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Macro Sector Planning									
Spatial Transformation through multi programme integration in Priority Development Areas	Integrated implementation programmes for PDAs prepared	Number of integrated implementation programmes for PDAs prepared	New Target	New Target	136 Human Settlements Priority Development Areas	19 Implementation Programmes for PDAs completed	47 Integrated implementation programmes for PDAs prepared	40 Integrated implementation programmes for PDAs prepared	30 Integrated implementation programmes for PDAs prepared
	Human Settlements grant invested in priority development areas	Percentage of human settlements grants invested in priority development areas	New Target	New Target	New Target	New Target	30% of human settlements grants invested in PDAs	40% of human settlements grants invested in PDAs	60% of human settlements grants invested in PDAs
	Land acquired within the PDAs rezoned	Percentage of land acquired within the PDA's rezoned	New Target	New Target	New Target	New Target	30% of land acquired within the PDA's re-zoned	50% of land acquired within the PDA's re-zoned	100% of land acquired within the PDA's re-zoned
	Assessed Projects for implementation readiness	Projects Readiness Matrix implemented in a number of provinces	Guideline Framework for testing Project Readiness Matrix (PRM) implemented in 9 Provinces	The Project Readiness Matrix implemented in 9 Provinces.	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 Provinces	Projects Readiness Matrix implemented in 9 provinces	Projects Readiness Matrix implemented in 9 Provinces	Projects Readiness Matrix implemented in 9 Provinces

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
		Projects Readiness Matrix implemented in a number of Metros	Guideline Framework for testing Project Readiness Matrix (PRM) implemented in 9 Provinces	The Project Readiness Matrix implemented in 9 Provinces	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 Provinces	Projects Readiness Matrix implemented in 8 metros	Projects Readiness Matrix implemented in 8 metros	Projects Readiness Matrix implemented in 8 metros
	Revitalized distressed mining communities	Programme for Revitalisation of distressed mining communities implemented in a number of provinces	22 mining towns supported with human settlements development interventions	Implementation support was provided to the Revitalisation of Distressed Mining Communities Programme	Programme implementation support for the revitalisation of distressed mining communities in 23 Local Municipalities provided	Revitalization of Distressed Mining Communities Programme managed in 6 provinces	Programme for Revitalization of Distressed Mining Communities Implemented in 6 provinces	Programme for Revitalization of Distressed Mining Communities implemented in 6 provinces	Programme for Revitalization of Distressed Mining Communities implemented in 6 provinces
Security of tenure	Eradicate the title deed backlog	No of provinces supported to eradicate the title deed backlog	135 878 Title deeds backlog eradicate	81 929 pre- and post-1994 title deeds issued, as reported by the provinces The National Department verification exercise totalled to 41 841	9 Provinces supported with implementation of the Title Deeds Restoration Programme (pre and post 1994)	Support provided to 9 provincial Departments to register Pre and post 1994, post-2014 and new title deeds Support provided to 9 provincial Departments to register Pre and post 1994, post-2014 and new title deeds	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Security of tenure	Pre and post-1994 title deeds, post-2014 and new title deeds registered	No. of pre-1994 title deeds registered	New target	New target	New target	New target	Progress reported on 5 644 pre-1994 title deeds	Progress reported on 15 000 pre-1994 title deeds	Progress reported on 24 891 pre-1994 title deeds
		No. of post 1994 title deeds registered	New target	New target	New target	New target	Progress reported on 20 758 post-1994 title deeds	Progress reported on 166 948 post-1994 title deeds	Progress reported on 311 139 post-1994 title deeds
		No. of post 2014 title deeds registered	New target	New target	New target	New target	Progress reported on 5 393 post-2014 title deeds	Progress reported on 115 614 post-2014 title deeds	Progress reported on 225 835 post-2014 title deeds
		No. of new title deeds registered	New target	New target	New target	New target	Progress reported on 6 733 new title deeds	Progress reported on 100 000 new title deeds	Progress reported on 193 267 new title deeds

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Adequate housing and improved quality living environment	A National Human Settlements Development Plan	A National Human Settlements Development Plan developed	Approved National Human Settlements Development Plan (HSDG funded)	Approved National Human Settlements Development Plan (HSDG funded)	Approved National Human Settlements Development Plan (HSDG funded)	Approved National Human Settlements Development Plan (HSDG funded)	2022/23 National Human Settlements Development Plan Developed	2023/24 National Human Settlements Development Plan developed	2024/25 National Human Settlements Development Plan developed
	BNG houses delivered	Number of BNG houses delivered	New Target	New Target	New Target	New Target	52 405 BNG houses delivered	55 000 BNG houses delivered	55 000 BNG houses delivered
		Number of serviced sites completed (HSDG)	New Target	New Target	New Target	New Target	39 664 serviced sites completed	49 300 serviced sites completed	49 300 serviced sites completed
	Serviced sites completed	Number of Serviced Sites completed (USDG)	New Target	New Target	New Target	New Target	55 000 Serviced sites completed	55 000 Serviced sites completed	55 000 Serviced sites completed
	National priority projects Implemented	Number of national priority projects implemented	50 catalytic projects managed	50 catalytic projects managed	50 catalytic projects managed	No Target	50 national priority projects implemented	50 national priority projects implemented	50 national priority projects implemented

Sub-Programme: Macro Policy and Research

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Macro Policy and Research									
Adequate Housing and improved quality living environment	Two Research completed	Number of researches completed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed Human Settlements Ombudsman	Review of Conceptual Policy Framework for Human Settlements is in process. Draft Conceptual Community Scheme Ombuds Services (CSOS) policy framework was developed and Draft conceptual inclusionary housing for social housing was also developed Baseline on rental policy framework developed	I research report on integrated human settlements planning and development drafted	2 researches completed • Agri-village and rain water harvesting • Exemption of Holding cost for state land earmarked for housing development	3 researches completed	3 researches completed

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	2 policies developed	Number of policies developed	Existing policies	New Target	New Target	New Target	Two (2) policies developed: • A draft Property Transactional Support Centres (PTSC) • Informal settlements upgrading macro policy	3 policies developed	3 policies developed
	40% of Budget allocated to entities owned by designated groups monitored	A percentage of the budget allocated to entities owned by designated groups monitored	New Target	New Target	New Target	New Target	40% of budget allocated to entities owned by designated groups monitored	40% of budget allocated to entities owned by designated groups monitored	40% of budget allocated to entities owned by designated groups monitored

Sub-Programme: Monitoring and Evaluation

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Monitoring and Evaluation									
Adequate Housing and improved quality living environment	Projects under implementation monitored	Percentage of projects under implementation monitored (HSDG and UDG)	99% of projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored (HSDG & USDG)	100% of projects under implementation monitored (HSDG USDG)	100% of projects under implementation monitored (HSDG& USDG)	100% of projects under implementation monitored (HSDG& USDG)	100% of projects under implementation monitored (HSDG& USDG)	100% of projects under implementation monitored (HSDG& USDG)

Sub-Programme: Public Entity Oversight (HDA, CSOS, EAAB, NHBRC)

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Grants Management (HSDG, USDG and TRG)									
Adequate Housing and improved quality living environment	Entities programme performance monitored	Percentage of entities programme performance monitored	New target	New target	New target	New target	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub-Programme: Grants Management (HSDG, USDG and TRG)

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Grants Management (HSDG, USDG and TRG)									
Adequate Housing and improved quality living environment	A Gazetted Human Settlements Grants Framework	Approval of the Human Settlements Grants Framework	Approved Human Settlements Grants Framework	Approved Human Settlements Grants Framework	Approved Human Settlements Grants Framework	Approved Human Settlements Grants Framework	2022/23Human Settlements Grants Framework Approved	2023/24Human Settlements Grants Framework Approved	2024/25 Human Settlements Grants Framework Approved
	Human Settlements Grants assessed (HSDG & USDG)	Number of quarterly assessments conducted on human settlements grants	8 quarterly performance assessments conducted on human settlements grants	8 quarterly performance assessments conducted on human settlements grants	16 quarterly performance assessments conducted on human settlements grants (HSDG, USDG, TDRG & EHG)	12 quarterly performance assessments conducted on human settlements grants (HSDG, USDG & TDRG)	8 quarterly assessments conducted on human settlements grants (HSDG & USDG)	8 quarterly assessments conducted on human settlements grants (HSDG & USDG)	8 quarterly assessments conducted on human settlements grants (HSDG & USDG)

Sub-Programme: Capacity Building and Sector Support

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme : Capacity Building and Sector Support									
Adequate Housing and improved quality living environment	Capacity to implement the Integrated Human Settlements Planning and Development programme assembled	Percentage implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	New target	New target	2020/25 Human Settlements Sector Capacity Development Strategy developed	Human Settlements Sector Capacity Programme developed	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)

1.2.3 Output Indicators: Annual and Quarterly Targets

Sub-Programme: Macro Sector Planning

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Macro Sector Planning					
Number of integrated implementation programmes for PDAs prepared	47 Integrated implementation programmes for PDAs prepared	No target	16 integrated implementation programmes for PDA prepared	16 integrated implementation programmes for PDAs prepared	15 integrated implementation programmes for PDAs prepared
Percentage of human settlements grants invested in priority development areas	30% of human settlements grants invested in PDAs	18% of human settlements grants invested in PDAs	No target	No target	30% of human settlements grants invested in PDAs
Percentage of land acquired within the PDA's rezoned	30% of land acquired within the PDA's re-zoned	No target	10% of land acquired within the PDA's re-zoned	20% of land acquired within the PDA's re-zoned	30% of land acquired within the PDA's re-zoned
A National Human Settlements Development Plan developed	2022/23 National Human Settlements Development Plan	Final USDG Plans developed 2021/22	1 st Draft 2022/23 National Human Settlements Development Plan developed	No Target	2022/23 National Human Settlements Development Plan
Projects Readiness Matrix implemented in a number of provinces	Projects Readiness Matrix implemented in 9 Provinces	No target	No target	Project Readiness matrix implemented in in 9 provinces	Projects Readiness Matrix implemented in 9 Provinces
Projects Readiness Matrix implemented in a number of metros	Projects Readiness Matrix implemented in 8 metros	Project Readiness matrix implemented in in 8 Metro	No target	No target	Project Readiness matrix implemented in in 8 Metro
Programme for Revitalisation of distressed mining communities implemented in a number of provinces	Programme for Revitalisation of Distressed Mining Communities implemented in 6 provinces	Programme for Revitalisation of Distressed Mining Communities implemented in 6 provinces	Programme for Revitalisation of Distressed Mining Communities implemented in 6 provinces	Programme for Revitalisation of Distressed Mining Communities implemented in 6 provinces	Programme for Revitalisation of Distressed Mining Communities implemented in 6 provinces
Number of provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog	9 Provinces supported to eradicate the title deed backlog

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Macro Sector Planning					
Number of pre 1994 title deeds registered	Progress reported on 5 644 pre-1994 title deeds registered	Progress reported on 644 pre-1994 title deeds registered	Progress reported on 1 200 pre-1994 title deeds registered	Progress reported on 1 800 pre-1994 title deeds registered	Progress reported on 2 000 pre-1994 title deeds registered
Number of post 1994 title deeds registered	Progress reported on 20 758 post-1994 title deeds registered	Progress reported on 2 758 post-1994 title deeds registered	Progress reported on 5 400 post-1994 title deeds registered	Progress reported on 6 000 post-1994 title deeds registered	Progress reported on 6 600 post-1994 title deeds registered
Number of post 2014 title deeds registered	Progress reported on 5 393 post-2014 title deeds registered	Progress reported on 393 post-2014 title deeds registered	Progress reported on 1 200 post-2014 title deeds registered	Progress reported on 1 800 post-2014 title deeds registered	Progress reported on 2 000 post-2014 title deeds registered
Number of new title deeds registered	Progress reported on 6 733 new title deeds registered	Progress reported on 933 new title deeds registered	Progress reported on 1 800 new title deeds registered	Progress reported on 2 000 new title deeds registered	Progress reported on 2 000 new title deeds registered
Number of BNG houses delivered	52 405 55 565 BNG houses delivered	13 101 BNG houses delivered	verified 13 101 BNG houses delivered	13 102 BNG houses delivered	13 102 BNG houses delivered
Number of serviced sites completed (HSDG)	39 664 serviced sites completed	9 916 serviced sites completed (HSDG)	9 916 serviced sites completed (HSDG)	9 916 serviced sites completed (HSDG)	9 916 serviced sites completed (HSDG)
Number of Serviced Sites completed (USDG)	55 000 serviced sites completed	13 750 serviced sites completed (USDG)	13 750 serviced sites completed (USDG)	13 750 serviced sites completed (USDG)	13 750 serviced sites completed (USDG)
Number of National Priority projects implemented	50 National Priority projects implemented	35 of 50 National Priority projects implemented	35 of 50 National Priority projects implemented	50 National Priority projects implemented	50 National Priority projects implemented

Sub Programme: Macro Policy and Research

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub Programme: Macro Policy and Research					
Number of research reports completed	2 research reports completed <ul style="list-style-type: none"> • Agri-villages and rain water harvesting • Exemption of Holding Cost for state land earmarked for housing development 	2 terms of reference drafted and approved	No target	2 inception reports	2 research reports completed <ul style="list-style-type: none"> • Agri-villages and rain water harvesting • Exemption of Holding Cost for state land earmarked for housing development
Number of policies developed	2 policies developed <ul style="list-style-type: none"> • A draft Property Transactional Support Centres (PTSC) policy • Informal Settlements Upgrading Macro policy 	Consultation report on two policies developed	No target	2 SEIAS reports on 2 draft policies developed	(2) policies developed <ul style="list-style-type: none"> • A draft Property Transactional Support Centres (PTSC) policy • Informal Settlements Upgrading Macro policy
Percentage of budget allocated to entities owned by the designated groups monitored	40% of budget allocated to entities owned by the designated group monitored	40% of budget allocated to entities owned by the designated group monitored	40% of budget allocated to entities owned by the designated group monitored	40% of budget allocated to entities owned by the designated group monitored	40% of budget allocated to entities owned by the designated group monitored

Sub Programme: Monitoring and Evaluation

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub Programme: Monitoring and Evaluation					
Percentage of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG,USDG)	100% of projects under implementation monitored (HSDG,USDG)	100% of projects under implementation monitored (HSDG,USDG)	100% of projects under implementation monitored (HSDG,USDG)

Sub Programme: Public Entity Oversight (HDA, CSOS, EAAB, NHBRC)

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub Programme: Public Entity Oversight (HDA, CSOS, EAAB, NHBRC)					
Percentage of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub Programme: Grant Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub Programme: Grant Management					
Approval of the Human Settlements Grants Framework	2022/23 Human Settlements Grants Framework Approved	No Target	No Target	Draft Human Settlements Grant Frameworks prepared	2022/23 Human Settlements Grants Framework Approved
Number of quarterly assessments conducted on human settlements grants	8 quarterly assessments conducted on human settlements grants (HSDG & USDG) grants (HSDG & USDG)	1 (1x 4 th quarter) quarterly assessment conducted on Human Settlements t Grant (HSDG)	1 (1x 1 st quarter) quarterly assessment conducted on Human Settlements t Grant (HSDG)	1 (1x 2 nd quarter) quarterly assessment conducted on Human Settlements t Grant (HSDG)	1 (x 3 rd quarter) quarterly assessment conducted on Human Settlements t Grant (HSDG).
		1 (1x 3 rd quarter) quarterly assessment conducted on Human Settlements t Grant (USDG)	1 (1x 4 th quarter) quarterly assessment conducted on Human Settlements t Grant (USDG)	1 (1x 1 st quarter) quarterly assessment conducted on Human Settlements t Grant (USDG)	1 (1x 2 nd quarter) quarterly assessment conducted on Human Settlements t Grant (USDG)

Sub Programme: Capacity Building and Sector Support

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub Programme: Capacity Building and Sector Support (PMU & Title Deeds Programme)					
Percentage implementation of the Human Settlements Capacity Assembly Programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)	100% implementation of the Human Settlements Capacity Assembly programme (IHSPDP)

1.2.4 Explanation of planned performance over the medium term period

The Integrated Residential Development Programme (IRDP) is one of four major programmes that have been implemented by the DHS. The programme facilitates the development of projects with a variety of land uses and income groups – full subsidy, Finance Linked Individual Subsidy Programme (FLISP), bonded housing and rentals - which will contribute to the development of sustainable communities. The subsidy quantum to enable the implementation of this programme has been updated regularly, and the programme policy and implementation were last reviewed in 2009. Implementation of the programme is expected to promote social, spatial and economic integration programme and also to facilitate participation by the private sector in low-income housing.

In partnership with the Department of Planning, Monitoring and Evaluation, the Department conducted evaluations and an expenditure review was conducted by the National Treasury. These revealed several areas of weakness, the key finding being that the programme has not been fully implemented.

To address priority number four (4) of the MTSF, which is spatial integration, human settlements and local government, the Department is planning to conduct further research to enable the revision of the programme that will provide an appropriate response in terms of investment into the 94 PDAs that have been identified for integration for spatial transformation and spatial justice. The Department is planning to re-zone 100% of the land acquired

during the 2014-2019 MTSF period that falls within the PDAs for human settlements development. The Department plans to eradicate a percentage of the title deed backlog and issue title deeds to qualifying beneficiaries. The Department is also planning to support inter-governmental action in support of national development objectives and local needs through piloting, refining and implementing the District Development Coordination Model. During the current MTSF period, the Department plans to monitor and report on the delivery of about 470 000 housing units and 300 000 serviced sites per annum, as well as other related suitable housing typologies listed in the Housing Code. This will include the development of infrastructure and green spaces.

Over and above the macro and micro-planning, research and policy development, the Department is planning to receive, analyse, provide advice and approve business plans received from both provincial Human Settlements Departments and other relevant entities, and to direct a percentage of IRDP investment to the identified PHDAs. The Department is planning to monitor and report on the use of the universal design principles and adherence to part S of the SANS 10400 to address the needs of the vulnerable groups, especially people with a disability. The Department is also planning to develop a capacity-building programme, to support the implementation of existing programmes. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the Human Settlements Grant, Urban Settlement Grant, Consolidated Capital Grant (CCG) and Finance Linked Individual Subsidies after analysing cash flows and advising the relevant entities and provinces on the linkages and alignment of cash flow with the programme planning process. The Department is also planning to monitor and report on compliance with the set-aside policy framework of the Department. Over and above monitor-

ing grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Act. The Department is also planning to oversee and supervise all agencies that support the implementation of the programme, including Housing Development Agency (HDA), Community Schemes Ombudsman Service, Social Housing Regulatory Authority, Property Practitioners Regulatory Authority and National Home Builders Registration Council (NHBRC).

The alignment of the performance planning approach of the Department to the budget programme structure requires an inter-coordination of the Department's activities on a programme level. Therefore, the Department will commence with a quarterly analysis of the contribution of the Human Settlements Entities to the Programmes. For the Integrated Human Settlements Planning and Development Programme, the Department will analyse the contribution that is being made by the Housing Development Agency and the National Home Builders Registration Council, to the performance of the

Programme. The Department will then be able to identify gaps that can be addressed through entity programme improvement plans or similar interventions, where required.

The aim and focus will continue to dwell on the funding of the delivery of housing and human settlements programmes. The management of the performance of Provinces and Municipalities will be undertaken by monitoring the expenditure and non-financial performance of human settlements development and housing programmes on a monthly and quarterly basis. The intention will also be to accelerate the delivery of housing and human settlements by providing funding from the human settlements development grant and the urban settlements developments grant. The Provincial and Municipal Emergency Housing Grants are steadily getting exposure and Provinces and Municipalities will more likely be utilised more than previous financial years. It is expected that also that the budget reductions will be more severe than previous financial years and this will negatively affect the performance of the Provinces and Metros.

I.3 Programme 3: Informal Settlements Upgrading Programme

I.3.1 Purpose of Programme:

Provide policy, planning and capacity support for upgrading informal settlements, and oversee implementation of the Informal Settlements Upgrading Programme in terms of Volume 4, Part 3 of the 2009 Housing Code

Sub-Programmes: Policy and Research, Monitoring & Evaluation, Grant Management and Capacity Building and Sector Support

I.4 Outcomes, Outputs, Performance Indicators and Targets

Sub Programme: Policy and Research

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub Programme: Policy and Research									
Adequate Housing in improved quality living environments	Two Research reports on Upgrading of Informal Settlements completed	Number of research reports on informal settlements upgrading completed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed Human Settlements Ombudsman	Review of Conceptual Policy Framework for Human Settlements is in process. Draft Conceptual Community Scheme Ombuds Services (CSOS) policy framework was developed and Draft conceptual inclusionary housing for social housing was also developed Baseline on rental policy framework developed	One research report on informal settlements upgrading drafted	Two (2) Research reports on informal settlements upgrading completed: • Topic 1: The use of technology and community participation in informal settlements • Topic 2: A survey on informal settlements	One (1) Research report on informal settlements upgrading completed	One (1) Research report on informal settlements upgrading completed

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub Programme: Policy and Research									
	Policy Frameworks on Informal Settlements Upgrading Developed	Number of Policies on informal settlements upgrading developed	Existing policies	New target	New target	New target	Two (2) Policies on informal settlements upgrading developed • Policy no 1:A policy on Social Facilitation • Policy no 2: A policy on Empowerment of designated groups	One(1) Programme on Informal Settlements developed	One(1) Guideline on Informal Settlements developed
	40% of the Budget allocated to entities owned by designated groups	A percentage of budget allocated to entities owned by designated groups	New Target	New Target	New Target	New Target	40% of the budget allocated to entities owned by designated groups	40% of the budget allocated to entities owned by designated groups	40% of the budget allocated to entities owned by designated groups

Sub Programme: Monitoring and Evaluation

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub Programme: Monitoring and Evaluation									
Adequate Housing in improved quality living environments	Projects monitoring reports	Percentage of projects under implementation monitored (UISP)	99% of projects under implementation monitored and verified (HSDG and USDG)	100% of UISP projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored and verified (HSDG and USDG)	100% of UISP projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)
	Evaluation study report	Number of evaluation studies completed	Baseline Assessment for Future Impact Evaluation of Informal Settlements Targeted for Upgrading (UISP)	New Target	New Target	1 UISP evaluation study conducted	1 UISP baseline evaluation study completed	Design and implementation for ISUPG evaluation study completed	1 UISP evaluation study completed

Sub Programme: Grant Management

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub Programme – Grant Management									
Adequate Housing in improved quality living environments	8 quarterly financial performance analyses conducted on ISUPG	Number of quarterly financial performance analysis conducted on ISUPG	None	None	None	New target	8 quarterly financial performance analyses conducted on ISUPG	8 quarterly financial performance analyses conducted on ISUPG	8 quarterly financial performance analyses conducted on ISUPG

Sub Programme: Capacity Building and Sector Support

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020		2020-2021	2021-2022	2022-2023
Sub Programme: Capacity Building and Sector Support									
Adequate Housing in improved quality living environments	A capacitated Informal Settlements Upgrading Programme	Percentage implementation of the Human Settlements Capacity Assembly Programme (Informal Settlements Programme)	New target	New target	2020/25 Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Development Strategy developed	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme
	1500 Informal settlements upgraded to Phase 3 of UISP	Number of Informal settlements upgraded to Phase 3 of UISP	None	None	None	New target	130 informal settlements upgraded to Phase 3 of UISP	570 informal settlements upgraded to Phase 3 of UISP	800 informal settlements upgraded to Phase 3 of UISP

I.4.I Output Indicators: Annual and Quarterly Targets

Sub-Programme: Policy and Research

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Policy and Research					
Number of research reports on Informal Settlements Upgrading completed	Two (2) research reports on Informal Settlements Upgrading completed: • The use of technology and community participation in informal settlements • A socio-economic survey on informal settlements	Terms of reference developed and approved	No target	Inception report	Two (2) research reports on Informal Settlements Upgrading completed: • The use of technology and community participation in informal settlements • A socio-economic survey on informal settlements
Number of Policies on Informal Settlements Upgrading developed	Two (2) policies developed: • Policy no 1: A policy on Social Facilitation developed • Policy no 2: A policy on Empowerment of designated groups developed	• Draft policy on Social Facilitation developed • Draft policy on Empowerment of designated groups developed	SEIAS Report : • Policy on Social Facilitation developed • SEIAS Report: policy on Empowerment of designated groups developed	• Consultation report: Policy on Social Facilitation developed • Consultation report on policy: Policy on Empowerment of designated groups developed	Two (2) Policies on Informal Settlements Upgrading developed: • Policy no 1: A draft policy on Social Facilitation • Policy 2: A policy on Empowerment of designated groups
Percentage of the budget allocated to entities owned by designated group monitored	40% of the budget allocated to entities owned by a designated group monitored	40% of the budget allocated to entities owned by a designated group monitored	40% of the budget allocated to entities owned by a designated group monitored	40% of the budget allocated to entities owned by a designated group monitored	40% of the budget allocated to entities owned by a designated group monitored

Sub-Programme: Monitoring and Evaluation

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Monitoring and Evaluation					
Percentage of projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)	100% of 0 projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)	100% of projects under implementation monitored (UISP)
Number of evaluation studies completed	1 UISP baseline evaluation study completed	Data collection and analysis	UISP finalised and published a report	UISP report presentation disseminated	1 UISP baseline evaluation study completed

Sub-Programme: Grant Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Grant Management					
Number of quarterly financial performance analysis conducted on ISUPG	8 quarterly financial performance analysis conducted on ISUPG	1 (1x 4 th quarter) quarterly financial performance analysis conducted on ISUPG for Provinces (UISP Component)	1 (1x 1 st quarter) quarterly financial performance analysis conducted on ISUPG for Provinces)	1 (1x 2 nd quarter) quarterly financial performance analysis conducted on ISUPG for Provinces	1 (x 3 rd quarter) quarterly financial performance analysis conducted on ISUPG for Provinces
		1 (1x 3 rd quarter) quarterly financial performance analysis conducted on ISUPG for Metros (UISP Component)	1 (1x 4 th quarter) quarterly financial performance analysis conducted on ISUPG for Metros (UISP Component)	1 (1x 1 st quarter) quarterly financial performance analysis conducted on ISUPG for Metros	1 (1x 2 nd quarter) quarterly financial performance analysis conducted on ISUPG for Metros

Sub-Programme: Capacity Building and Sector Support

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Capacity Building and Sector Support					
Percentage implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme	100% implementation of the UISP Capacity Assembly Programme
Number of Informal settlements upgraded to Phase 3 of UISP	130 informal settlements upgraded to Phase 3 of UISP	Manage 32 informal settlements to be upgraded to Phase 3 of UISP	Manage 32 informal settlements to be upgraded to Phase 3 of UISP	Manage 33 informal settlements to be upgraded to Phase 3 of UISP	Manage 33 informal settlements to be upgraded to Phase 3 of UISP

I.4.2 I.3.4 Explanation of planned performance over the medium-term period

The Upgrading of Informal Settlements Programme is one of the priority programmes of the Department, which assists the government to confront the issue of poverty, unemployment and inequality, focused on households living in informal settlements. The Informal Settlement Upgrading Policy was last reviewed in 2009, whilst the subsidy quantum that is applicable in enabling the UISP has been updated regularly. There are approximately 3400 informal settlements in South Africa in various stages of upgrading. A substantial number of the settlements are located on land that is not suitable for housing and human settlements development. The baseline assessment

for a future impact evaluation study of informal settlements recommended that: the UISP be revised; funding for UISP be increased; the programme must involve a range of stakeholders, including grassroots organizations, private developers, all tiers of government, relevant agencies and various sector Departments, especially the Departments that deal with land, agriculture and social development.

As part of addressing priority 4 which spatial integration, human settlements and local government, the Department is planning to conduct research, amend existing legislation (such as PIE), revise poli-

cies, and amend norms and standards that apply to the upgrading of informal settlements. The Department is planning to receive, analyse, provide advice and approve informal settlement upgrading plans received from both provincial Human Settlements Departments and municipalities, and advise that a percentage of the investment is earmarked for informal settlements and should be directed to the identified PHDAs.

During the current MTSF period, the Department plans to monitor and report on the formalisation and upgrading of 1500 informal settlements to

Phase 3. This translates into delivering 300 informal settlements per annum. The Department is planning to ensure that the universal design principle is used to address the needs of vulnerable groups, especially people with a disability.

The Department is also planning to develop a Capacity Building Programme to support the implementation of the UISP. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the informal settlement upgrading programme grant (ISPUG) to provinces and metropolitan municipalities after receiving and analysing cash flows and advising provinces and municipalities about these

cash flows. The Department is also planning to monitor and report on compliance with the set-aside policy framework of the Department. Over and above monitoring grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, the Housing Land Development Agency Act and other relevant pieces of legislation, including the Spatial Land Use Management Act. The Department is also planning to oversee and supervise the services that are provided through the National Upgrading Support Programme and the Land Development Agency, which is one of its entities that supports the programme of upgrading informal settlements.

It is expected that there will be an acceleration of the creation of sustainable and integrated human settlements that will enable improved quality of household life and also to provide funding to facilitate a programmatic and inclusive approach to upgrading informal settlements through the implementation of the new grant, namely, the informal settlements upgrading partnership grant. The NUSP methodology will be the overriding guiding principle in close interaction with communities in the form of social compacts, provision of secure tenure for households and interim services provided to households.

I.5 Programme 4: Rental and Social Housing Programme

I.5.1 Purpose of Programme

Promote the provision of affordable rental housing, monitor the performance of the Social Housing Regulatory Authority (SHRA), and develop capabilities in the rental housing sector through intergovernmental collaboration and evidence-based research

Sub-Programmes: Policy and Research, Monitoring and Evaluation, Public Entity Oversight (SHRA) and Capacity Building and Sector Support

I.5.2 Outcomes, Outputs, Performance Indicators and Targets

Sub-Programme: Policy and Research

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020		2020-2021	2021-2022	2022-2023
Sub-Programme: Policy and Research									
Adequate Housing in quality living environments	Policies on rental housing developed	Policy framework on Rental Housing developed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed Human Settlements Ombudsman	Review of Conceptual Policy Framework for Human Settlements is in process. Draft Conceptual Community Scheme Ombuds Services (CSOS) policy framework was developed and Draft conceptual inclusionary housing for social housing was also developed Baseline on rental policy framework developed	I Draft policy framework on social and rental interventions developed	Policy Framework on Rental Housing developed	Policy programme on rental interventions developed	Policy guidelines on rental interventions developed
	40% Budget allocated to entities owned by designated groups monitored	Percentage of the budget allocated to entities owned by designated groups monitored	New Target	New Target	New Target	New Target	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored

Sub-Programme: Monitoring and Evaluation

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Monitoring and Evaluation									
Adequate Housing in improved quality living environments	Projects monitoring reports	Percentage of projects under implementation monitored in the Rental Housing Programme	New Target	New Target	New Target	New Target	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme
	Evaluation studies reports	Number of evaluation studies completed	New Target	New Target	New Target	1 evaluation study conducted	1 evaluation study completed: • Rental Housing Tribunals	1 evaluation study completed: • Social Housing Programme	No target

Sub-Programme: Public Entity Oversight (SHRA)

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Public Entity Oversight (SHRA)									
Adequate Housing in improved quality living environments	Entities programme performance monitored	Percentage of entities programme performance monitored	New target	New target	New target	New target	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub-Programme: Capacity Building and Sector Support

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Capacity Building and Sector Support									
Adequate Housing in improved quality living environments	A capacitated Rental and Social Housing programme	Percentage implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	New target	New target	2020/25 Human Settlements Sector Capacity Development Strategy developed	Human Settlements Sector Capacity Programme developed	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)

I.5.3 Output Indicators, Annual and Quarterly Targets

Sub-Programme: Policy and Research

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Policy and Research					
Policy framework on Rental Housing developed	One(1) Policy framework on Rental Housing developed	No target	No target	Socio-Economic Impact Assessment System (SEIAS) report	Policy framework on Rental Housing developed
Percentage of the budget allocated to entities owned by designated groups monitored.	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored	40% of the budget allocated to entities owned by designated groups monitored

Sub-Programme: Monitoring and Evaluation

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Monitoring and Evaluation					
Percentage of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme	100% of projects under implementation monitored in the Rental Housing Programme
Number of evaluation studies conducted	1 evaluation study completed -: Rental Housing Tribunal	Inception report	Literature review report on evaluation study	Data collection	1 evaluation study completed: Rental Housing Tribunal

Sub-Programme: Public Entity Oversight (SHRA)

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Public Entity Oversight (SHRA)					
Percentage of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub-Programme: Capacity Building and Sector Support

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Capacity Building and Sector Support					
Percentage implementation of the Human Settlements Capacity Assembly programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing Programme)

1.5.4 Explanation of planned performance over the medium-term period

The Rental Programme is one of four major programmes that is being implemented by the DHS. The Department's Rental Programme includes the Social Housing Programme, the CRU Programme and the Institutional Housing Programme. However, the rental space includes an understated local government-led rental programme, informal rentals

(generally known as backyard rental accommodation) and other forms of rental provided by private sector actors who do not receive subsidies from the government. These private sector actors operate as small or large scale landlords, provide both formal and informal rental accommodation, and are sustained by charging rental.

The Department is planning to receive, analyse, provide advice and approve rental plans received from both provincial Human Settlements Departments and the SHRA, and to direct a percentage of rental programme investment to the identified PHDAs.

During the current MTSF period, the Department plans to monitor and report on the delivery of about 30 000 social housing units and 12 000 CRUs. This has been translated into delivering 3000 social housing units and 2000 CRUs in the 2021-2022 financial year. The Department is planning to monitor and report about the use of universal design principles and adherence to part S of the SANS 10400 to address the needs of the vulnerable groups, especially people with a disability. The

Department is also planning to develop a capacity-building programme, to support the implementation of the existing rental programmes.

The Department will also monitor and report on compliance with the set-aside policy framework of the Department and report about the allocation of budgets to companies owned by women, youth and persons with disabilities. Over and above monitoring grant performance, the Department will carry

out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Act, Rental Act, Rental Amendment Act and other supporting legislation. The Department also plans to implement the Residential Rent Relief Programme as part of the short term COVID-19 intervention measures. The Department is also planning to oversee and supervise the SHRA, which is one of its entities that support the delivery of rental housing opportunities.

I.6 Programme 5: Affordable Housing Programme

I.6.1 Purpose of Programme

Facilitate the provision of affordable housing finance, monitor market trends, and develop research and policies that respond to demand. Oversee housing finance entities that report to the Minister.

Sub-Programmes: Policy and Research, Monitoring and Evaluation, Public Entity Oversight, Grant Management and Capacity Building and Sector Support

1.6.2 Outcomes, outputs, performance indicators and targets

Sub-Programme: Policy and Research

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Policy and Research									
Adequate Housing in quality living environments	A Research Report on Affordable Housing completed	Number of research reports on Affordable Housing completed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed Human Settlements Ombudsman	Review of Conceptual Policy Framework for Human Settlements is in process. Draft Conceptual Community Scheme Ombuds Services (CSOS) policy framework was developed and Draft conceptual inclusionary housing for social housing was also developed Baseline on rental policy framework developed	One (1) research report on Affordable Housing developed	One (1) research report on Affordable Housing: completed Feasibility of Mortgage Default Insurance	One (1) research on Affordable Housing completed	One (1) research on Affordable Housing completed
	Policy on Affordable Housing developed	Number of policies on affordable housing developed	Existing policies	Policy Framework for Human Settlements developed	Policy framework for Human Settlements developed	Guidelines on Finance Linked Individual Subsidy developed	One (1) policy on affordable housing developed: Programmes for the entities	One programme on Affordable Housing developed	One guidelines on Affordable Housing developed

Sub-Programme: Monitoring and Evaluation

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Monitoring and Evaluation									
Adequate Housing in improved quality living	100% of projects under implementation monitored in the Affordable Housing Programme	Percentage of projects under implementation monitored in the Affordable Housing Programme	New target	New target	New target	100% of affordable housing: FLISP, Project based partnership, and EAH monitored	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme
	Evaluation studies reports	Number of evaluation studies conducted (Affordable Housing)	Terms of Reference approved by Bid Adjudication Committee for advertisement on 8 March 2018	New Target	New Target	I evaluation study conducted	I evaluation study conducted Implementation evaluation of FLISP.	I evaluation study conducted • Evaluation of transformation priorities implemented by entities	No target

Sub-Programme: Public Entity Oversight

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Public Entity Oversight									
Adequate Housing in improved quality living	Entities programme performance monitored	Percentage of entities programme performance monitored	New target	New target	New target	New target	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub-Programme: Grant Management

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Grant Management									
Adequate Housing in improved quality living environments	Quarterly performance assessments on FLISP subsidies disbursed	Number of quarterly performance assessments on FLISP subsidies disbursed monitored	2 995 subsidies allocated to approved beneficiaries	1 645 subsidies allocated to approved beneficiaries	4 quarterly performance assessment on FLISP conducted	4 quarterly performance assessments of FLISP conducted on subsidies allocated to approved beneficiaries	4 quarterly performance assessments on FLISP subsidies disbursed.	4 quarterly performance assessments on FLISP subsidies disbursed	4 quarterly performance assessments on FLISP subsidies disbursed

Sub-Programme: Capacity Building and Sector Support

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sub-Programme: Capacity Building and Sector Support									
Improved implementation capacity	Capacity to implement the Affordable Housing programme assembled	Percentage implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	New target	New target	2020/25 Human Settlements Sector Capacity Development Strategy developed	Human Settlements Sector Capacity Programme developed	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)

1.6.3 Output Indicators, Annual and Quarterly Targets

Sub-Programme: Policy and Research

Output Indicator	Annual Target	Q1	Q2	DQ3	Q4
Sub-Programme: Policy and Research					
Number of research reports on Affordable Housing completed	One (1) research report on Affordable Housing completed: Feasibility of Mortgage Default Insurance	Terms of reference developed and approved	No Target	Inception report	One (1) research report on Affordable Housing completed Feasibility of Mortgage Default Insurance
Number of policies on affordable housing developed	One (1) policy on affordable housing developed: Programmes for the entities	Problem Statement	Draft policy	Socio-Economic Impact Assessment report	One policy on affordable Housing developed Policy: Programmes for the Entities

Sub-Programme: Monitoring and Evaluation

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Monitoring and Evaluation					
Number of evaluation studies completed	1 Evaluation study completed • Implementation of FLISP	Data collection and analysis	FLISP finalised and published a report	FLISP report presentation disseminated	1 evaluation study completed • Implementation of FLISP
Percentage of projects under implementation monitored in Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme	100% of projects under implementation monitored in the Affordable Housing Programme

Sub-Programme: Public Entity Oversight (NHFC (HSDB), EAAB (PPRA) and CSOS)

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Public Entity Oversight (NHFC (HSDB), EAAB (PPRA) and CSOS)					
Percentage of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored	100% of entities programme performance monitored

Sub-Programme: Grant Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Grant Management					
Number of quarterly performance assessments on FLISP subsidies disbursed	4 quarterly performance assessments on FLISP subsidies disbursed	1 4 th quarter performance assessments on FLISP subsidies disbursed	1 1 st quarter performance assessments on FLISP subsidies disbursed	1 2 nd quarter performance assessments on FLISP subsidies disbursed	1 3 rd quarter performance assessments on FLISP subsidies disbursed

Sub-Programme: Capacity Building and Sector Support

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme: Capacity Building and Sector Support					
Percentage implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)	100% implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)

I.5.4 Explanation of planned performance over the medium term period

The Affordable Housing Programme is one of the Department's programmes that caters for low to medium-income earners. Approval of policy enhancements was done in July 2018, following robust discussion at a meeting of the Human Settlements Forum. The policy enhancements included: an increase in the FLISP subsidy quantum; amendment of the income bands to catering for people that earn between R3500 and R22 000; and expand-

ing the programme to cover non-mortgage options, including the use of pension schemes and alignment of FLISP with the Government Employee Pensions Scheme (GEHS); implementation of FLISP in the provincial-led projects in the Integrated Residential Development Programme; and appointing NHFC as an implementing agency for delivery of the programme.

During the current MTSF period, the Department plans to monitor and report on the delivery of about 20 000 FLISP units. This has been translated into monitoring and reporting about the delivering of 2050 FLISP units in the 2021-2022 financial year. The Department is planning to monitor and report on the use of the universal design principle and compliance with part S of the National Building Regulations Standards to address the needs of vulnerable groups, especially people with a disability. The Department is also planning to develop a capacity-building programme, to support the implementation of FLISP. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the Human Settlements Grant to provinces and the FLISP sub-

sidy and related operational funding, after receiving and analysing projected cash flows and providing advice regarding the projected cash flows. Over and above monitoring grant performance and subsidy disbursements, the Department is planning to carry out all roles and responsibilities stipulated in the Housing Act, the Land Development Agency Act and other relevant pieces of legislation. The Department is also planning to oversee and supervise the services that are provided through the NHFC as one of its entities that supports the Affordable Housing Programme

The alignment of the performance planning approach of the Department to the budget pro-

gramme structure requires an inter-coordination of the Department's activities on a programme level. Therefore, the Department will commence with a quarterly analysis of the contribution of the Human Settlements Entities to the Programmes. For the Affordable Housing Programme, the Department will analyse the contribution that is being made by the National Housing Finance Corporation (NHFC) / HSDB, the Estate Agency Affairs Board (EAAB) / PPRA and the Community Schemes Ombud Service (CSOS), to the performance of the Programme. The Department will then be able to identify gaps that can be addressed through entity programme improvement plans or similar interventions, where required.

2. Programme Resources Considerations

2.1 Expenditure Estimates

Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Administration	422 485	413 730	428 416	483 399	488 445	501 086	501 621
Integrated Human Settlements	31 688 133	30 452 945	31 373 090	26 028 271	21 234 486	21 650 782	22 588 045
Planning and Development							
Informal Settlements	86 816	317 893	465 886	648 159	8 423 089	8 912 167	9 300 062
Rental and Social Housing	940 414	850 898	861 748	1 184 596	936 508	962 288	997 151
Affordable Housing	232 637	159 918	216 413	734 594	575 430	592 961	595 721
Total	33 370 485	32 195 384	33 345 553	29 079 019	31 657 958	32 619 284	33 982 600

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	658 162	679 169	729 377	851 683	923 848	937 422	939 549
Compensation of employees	345 939	345 026	356 205	397 264	403 193	403 094	403 176
Goods and services	312 223	334 143	373 172	454 419	520 655	534 328	536 373
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	32 543 272	31 425 811	32 560 141	28 217 470	30 730 303	31 677 878	33 038 889
Provinces and municipalities	31 351 590	30 333 953	31 374 870	26 185 391	29 121 481	30 012 973	31 335 759
Departmental agencies and accounts	1 167 031	1 079 034	1 172 884	2 024 406	1 596 832	1 652 487	1 690 665
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	2 121	4 245	3 031	3 595	3 770	3 946	4 120
Public corporations and private enterprises	10 932	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	11 598	8 579	9 356	4 078	8 220	8 472	8 345
Payments for capital assets	18 580	9 758	5 871	9 866	3 807	3 984	4 162
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	18 580	9 722	5 871	9 866	3 807	3 984	4 162
Software and other intangible assets	-	36	-	-	-	-	-
Payments for financial assets	150 471	80 646	50 164	-	-	-	-
Total	33 370 485	32 195 384	33 345 553	29 079 019	31 657 958	32 619 284	82 600

Table 1: Budget allocation for the programme and sub-programmes, as per the estimated national expenditure (ENE).

2.1.1 Relating expenditure trends to strategic outcome oriented goals

The Department of Human Settlements is committed to the NDP's vision of transforming human settlements and the spatial economy to create functionally integrated, balanced and vibrant urban settlements by 2030. Outcome 8 (sustainable human settlements and improved quality of household life) of government's 2019-24 medium-term strategic framework is aligned with this vision and guides the work of the department, as well as its commitment to improving institutional capacity and coordination across government. Over the MTEF period, the department will focus on ensuring that poor households have access to adequate housing in better liv-

ing environments, and creating a functional housing market as well as focus on the upgrading of informal settlements. It will invest in catalytic projects that deliver integrated communities; upgrade informal settlements; and provide affordable rental housing, outstanding title deeds to beneficiaries of state-subsidised housing, and temporary shelter to people affected by housing emergencies such as fires.

The department has a total budget of R98.2 billion over the MTEF period, increasing at an average annual rate of 5 per cent, from R29 billion in 2019/20 to R33.9 billion in 2023/24.

The National Development Plan expresses the need to respond systematically to entrenched spatial patterns across South Africa that exacerbate social inequality and economic inefficiency. Priority 4 (spatial integration, human settlements and local government) of government's 2019-2024 medium-term strategic framework is aimed at addressing this need. To give effect to these guiding policies, the Department of Human Settlements will focus on four priority areas over the medium term: facilitating the development of integrated human settlements, upgrading informal settlements, providing affordable rental housing, and providing affordable housing finance.

2.2 Reconciling Performance Targets with the Budget and MTEF 2019/22

2.2.1 Programme I: Administration

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Ministry	73 924	70 036	69 662	61 140	60 044	60 952	61 913
Departmental Management	54 544	62 411	56 068	85 862	92 289	94 958	96 066
Corporate Services	191 162	171 632	193 712	219 022	216 813	222 600	219 860
Property Management	48 086	50 577	53 462	50 830	51 497	53 332	53 536
Financial Management	54 769	59 074	55 512	66 545	67 802	69 244	70 246
Total	422 485	413 730	428 416	483 399	488 445	501 086	501 621

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	404 457	404 322	416 894	477 144	486 074	498 612	499 037
Compensation of employees	209 255	206 228	215 424	239 382	239 941	243 235	242 677
Goods and services	195 202	198 094	201 470	237 762	246 133	255 377	256 360
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	684	472	6 718	-	-	-	-
Provinces and municipalities							
Departmental agencies and accounts							
Higher education institutions							
Foreign governments and international organisations							
Public corporations and private enterprises							
Non-profit institutions							
Households	684	472	6 718	-	-	-	-
Payments for capital assets	17 086	8 585	4 710	6 255	2 371	2 474	2 584
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	17 086	8 549	4 710	6 255	2 371	2 474	2 584
Software and other intangible assets	-	36	-	-	-	-	-
Payments for financial assets	258	351	94	-	-	-	-
Total	422 485	413 730	428 416	483 399	488 445	501 086	501 621

This programme allocation grows from R488 million in 2020/21 to R501.6 million in 2022/23, an average increase of 1% over MTEF. The programme biggest cost drivers apart from compensation of employees, are funds provided for Internal Audit activities and special investigations, computer services and travel and subsistence. The programme mainly provides strategic leadership to the sector and Department as well as support to the Department.

2.2.2 Programme 2: Integrated Human Settlements Planning and Development

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
R`000							
Management for Integrated Human Settlements Planning & Development Programme	3 334	3 159	2 120	3 739	3 615	3 667	3 673
Macro Sector Planning	20 274	10 544	10 859	16 760	18 681	19 236	19 656
Macro Policy and Research	36 143	36 691	44 956	52 666	49 417	50 419	50 819
Monitoring and Evaluation	36 578	36 038	41 473	57 908	62 566	65 538	66 002
Public Entity Oversight	240 068	253 282	262 158	257 201	259 401	267 533	268 561
Grant Management	31 351 590	30 091 439	30 982 627	25 626 997	20 807 672	21 210 178	22 144 991
Capacity Building and Sector Support	146	21 792	28 897	13 000	33 134	34 211	34 343
Total	31 688 133	30 452 945	31 373 090	26 028 271	21 234 486	21 650 782	22 588 045

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	84 029	107 201	127 466	142 263	166 684	172 306	173 694
Compensation of employees	53 598	54 555	57 939	66 735	67 700	68 678	69 671
Goods and services	30 431	52 646	69 527	75 528	98 984	103 628	104 023
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	31 603 433	30 345 254	31 244 932	25 884 198	21 067 073	21 477 711	22 413 552
Provinces and municipalities	31 351 590	30 091 439	30 982 627	25 626 997	20 807 672	21 210 178	22 144 991
Departmental agencies and accounts	240 068	253 282	262 158	257 201	259 401	267 533	268 561
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	10 932	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	843	533	147	-	-	-	-
Payments for capital assets	669	464	631	1 810	729	765	799
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	669	464	631	1 810	729	765	799
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	2	26	61	-	-	-	-
Total	31 688 133	30 452 945	31 373 090	26 028 271	21 234 486	21 650 782	22 588 045

Integrated human settlements

The development of integrated human settlements is aimed at transforming spatial housing patterns in South Africa by creating more inclusive, denser, mixed-use urban areas while striving for a more functional housing market that adequately responds to both supply and demand for all levels of affordability and needs. The department is reviewing housing legislation and related policies to transition from a narrow focus on housing alone to a more holistic view of human settlements.

Integrated housing developments are funded mainly through the *urban settlements development grant* and the *human settlements development grant*, both in the *Integrated Human Settlements Planning and Development* programme. To deliver mixed-use, mixed-income and integrated settlements, the department, through housing and infrastructure subsidies delivered through provinces, municipalities and public entities such as the Housing Development Agency,

is expected to spend R65.4 billion over the MTEF period. Of this amount, an estimated R22.4 billion is allocated to metropolitan cities for bulk and related infrastructure through the *urban settlements development grant*, whereas provinces are allocated an estimated R41.7 billion for housing and related infrastructure through the *human settlements development grant*.

2.2.3 Programme 3: Informal Settlements Programme

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Management for Informal Settlements Programme	8 133	5 232	4 296	4 842	5 129	5 338	5 349
Grant Management	22 975	266 539	413 828	587 629	8 345 711	8 834 049	9 222 322
Capacity Building and Sector Support	55 708	46 122	47 762	55 688	72 249	72 780	72 391
Total	86 816	317 893	465 886	648 159	8 423 089	8 912 167	9 300 062

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	86 515	74 518	73 402	89 304	109 109	109 189	109 103
Compensation of employees	29 969	33 661	31 617	36 030	36 553	35 351	34 984
Goods and services	56 546	40 857	41 785	53 274	72 556	73 838	74 119
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	243 091	392 402	558 394	8 313 809	8 802 795	9 190 768
Provinces and municipalities	-	242 514	392 243	558 394	8 313 809	8 802 795	9 190 768
Departmental agencies and accounts							
Higher education institutions							
Foreign governments and international organisations							
Public corporations and private enterprises							
Non-profit institutions							
Households	-	577	159	-	-	-	-
Payments for capital assets	274	83	80	461	171	183	191
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	274	83	80	461	171	183	191
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	27	201	2	-	-	-	-
Total	86 816	317 893	465 886	648 159	8 423 089	8 912 167	9 300 062

Upgrading informal settlements

According to Statistics South Africa's 2018 general household survey, 14 per cent (2.3 million) of South African households are in informal settlements. The department's plan to upgrade informal settlements is intended to provide security of tenure and basic services to poor and underserved households, with the prospect of state-assisted housing structures for those who meet the qualifying criteria.

The sector will rely on participation from communities and community-based organisations to inform the planning and design of informal settlements as it implements the upgrades. This will enable households to invest in their communities, especially those

that do not qualify for full housing subsidies. An estimated R24.8 billion is allocated for the upgrading of informal settlements over the next three years in the *Informal Settlements* programme through the new *informal settlements upgrading partnership grants*.

2.2.4 Programme 4: Rental and Social Housing

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Management for Rental and Social Housing Programme	3 738	3 712	3 850	4 487	4 690	4 754	4 763
Public Entity Oversight	926 963	825 752	810 726	1 117 520	857 619	887 416	922 654
Capacity Building and Sector Support	9 713	21 434	47 172	62 589	74 199	70 118	69 734
Total	940 414	850 898	861 748	1 184 596	936 508	962 288	997 151

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	13 369	25 002	50 406	66 523	78 697	74 671	74 287
Compensation of employees	10 356	9 477	10 102	9 837	13 066	11 692	11 069
Goods and services	3 013	15 525	40 304	56 686	65 631	62 979	63 218
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	926 963	825 811	811 236	1 117 520	857 619	887 416	922 654
Provinces and municipalities							
Departmental agencies and accounts	926 963	825 752	810 726	1 117 520	857 619	887 416	922 654
Higher education institutions							
Foreign governments and international organisations							
Public corporations and private enterprises							
Non-profit institutions							
Households	-	59	510	-	-	-	-
Payments for capital assets	82	73	104	553	192	201	210
Buildings and other fixed structures							
Machinery and equipment	82	73	104	553	192	201	210
Software and other intangible assets							
Payments for financial assets	-	12	2	-	-	-	-
Total	940 414	850 898	861 748	1 184 596	936 508	962 288	997 151

Affordable rental housing

The department is committed to providing rental and social housing to support the affordable housing market, which requires flexibility in tenure in a dynamic and changing economic environment. To support this objective, spending in the Rental and

Social Housing programme is expected to reach R2.8 billion over the 2021 MTEF.

To accelerate the delivery of well-located, affordable rental and social housing, the department plans to

provide capital subsidies to accredited social housing institutions through the Social Housing Regulatory Authority to lower the cost of construction for developers and the cost of occupation for tenants. The authority is expected to provide R2.3 billion in subsidies over the medium term.

2.2.5 Programme 5: Affordable Housing

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R`000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Management Affordable Housing Programme	3 115	3 152	2 671	3 702	3 939	4 023	4 056
Public entity oversight	162 310	92 581	157 661	664 520	492 047	509 368	511 358
Capacity building and sector support	67 212	64 185	56 081	66 372	79 444	79 570	80 307
Total	232 637	159 918	216 413	734 594	575 430	592 961	595 721

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
R'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Current payments	69 792	68 126	61 209	76 449	83 284	82 644	83 428
Compensation of employees	42 761	41 105	41 123	45 280	45 933	44 138	44 775
Goods and services	27 031	27 021	20 086	31 169	37 351	38 506	38 653
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	12 192	11 183	104 853	657 358	491 802	509 956	511 915
Provinces and municipalities							
Departmental agencies and accounts	-	-	100 000	649 685	479 812	497 538	499 450
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	2 121	4 245	3 031	3 595	3 770	3 946	4 120
Public corporations and private enterprises							
Non-profit institutions							
Households	10 071	6 938	1 822	4 078	8 220	8 472	8 345
Payments for capital assets	469	553	346	787	344	361	378
Buildings and other fixed structures							
Machinery and equipment	469	553	346	787	344	361	378
Software and other intangible assets							
Payments for financial assets	150 184	80 056	50 005	-	-	-	-
Total	232 637	159 918	216 413	734 594	575 430	592 961	595 721

Affordable housing finance

The provision of affordable housing is an important aspect of supporting the housing market. As household incomes have increased over time, many have found themselves in a position where they earn too much to qualify for a full housing subsidy, but too little to qualify for a mortgage loan that matches income-

related housing supply. The department is working to enhance affordable housing finance programmes to assist this growing segment by providing lump-sum deposits to qualifying beneficiaries to lower their monthly repayments. Funding for this priority area is in the Affordable Housing programme. Over the MTEF

R1.7 billion has been allocated to achieve the objectives of the Programme. R1.4 billion of the R1.7 billion is allocated to the National Housing Finance Corporation for the implementation and administration of the Finance Linked Individual Subsidy Programme over the MTEF.

3. Key Risks And Mitigations

Outcomes	Key Risks	Risk Mitigation Measures
Adequate housing and improved quality of living environments	Grants not assessed effectively and efficiently	<ul style="list-style-type: none"> Analyse the provincial and municipal reports against the grant framework to ensure compliance and intended output and outcomes Request provinces to align BAS to the Housing Subsidy System and quarterly reports Enhance co-operation between Planning, M&E and Policy units to ensure common and accurate reporting A coordinated and thorough analysis of provincial business plans with Planning, Programme & Project Planning and M&E units before approval of business plans
	Inability by provinces to plan and execute plans according to their stated financial projections	<ul style="list-style-type: none"> Annual Performance and Business Plans to be thoroughly assessed to ensure compliance and alignment.
	Beneficiary over-indebtedness Coordination by NHFC with provinces other than Gauteng Reluctance by some provinces to implement through NHFC	<ul style="list-style-type: none"> NHFC to develop a marketing and implementation strategy for other provinces b) IT system to be developed to ensure accessibility to NHFC from all provinces
	Failure for the sector entities to deliver on their mandate	<ul style="list-style-type: none"> Implementation of the Sector Compliance and Governance Framework to provide effective and efficient systems. Financial and non-financial monitoring of entities performance to ensure delivery on the MTSF Priorities.
	Fragmented Capacity building intervention support for affordable rental programme	<ul style="list-style-type: none"> To develop a comprehensive affordable rental capacity programme
	Insufficient budget to meet the MTSF targets	<ul style="list-style-type: none"> To find an alternative funding model
	Insufficient research and policies to enable implementation	<ul style="list-style-type: none"> To partner with industry players and academic institutions to assist with research and policy development
	Failure for the Human Settlements Sector to deliver on its mandate in line with MTSF priorities	<ul style="list-style-type: none"> Implementation of Integrated Sector Performance (Monitoring) Management.
	Inadequate Capacity to monitor and evaluate Sector Programmes.	<ul style="list-style-type: none"> Implementation of Sector Capacity Development Strategy.
	Lack of adherence to sector transformation targets by Provinces and Municipalities	<ul style="list-style-type: none"> To establish a support Programme to encourage sector transformation

Outcomes	Key Risks	Risk Mitigation Measures
Spatial transformation through multi-programme integration in PDAs	Lack of spatial targeting for human settlements investments	Declare priority areas and direct the Human Settlements Grant
Security of tenure	Incomplete township establishment	Limit house construction to projects with approved township registers.
Functional, efficient and integrated government	Adverse Audit Opinion	Implementation of Departmental Internal Control systems for improved performance management. Implementation and monitoring of the audit action plan.

1. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Community Schemes Ombud Services (CSOS)	The CSOS was established in June 2011 in terms of the Community Schemes Ombud Service Act, 2011 (Act No. 9 of 2011). The mandate of the CSOS is: to develop and provide dispute resolution for community schemes; provide training for conciliators, adjudicators and other employees of CSOS; regulate, monitor and control the quality of schemes' governance documentation; and take custody of, preserve and provide public access electronically or by other means to schemes' governance documentation	<ul style="list-style-type: none"> • Functional, efficient and integrated government • An effectively regulated community scheme sector • Effective disputes resolution • Empowered stakeholders • Transformation of community schemes advanced 	Operational Grant: R24,022
National Housing Finance Corporation (NHFC)	The NHFC was established in 1996 in terms of the Companies Act, 1973 (Act No. 61 of 1973). The NHFC was established in 1996 as a DFI, with the principal mandate of broadening and deepening access to affordable housing finance for low-to-middle income South African households. Additionally, the NHFC has been assigned by the Department to implement the FLISP with provincial Human Settlements Departments.	<ul style="list-style-type: none"> • Functional, efficient and integrated Government • Improved delivery of affordable housing • Increased access to affordable finance to enable end-users to have appropriate, spatially just and adequate housing • Increased penetration and participation of low-to-middle in-come households and Previously Disadvantaged Individuals in the housing market 	FLISP – Operational Grant: R18,824 FLISP – Subsidy Grant: R479,812
Social Housing Regulatory Authority (SHRA)	The SHRA was established in August 2010 in terms of the Social Housing Act, 2008 (Act No. 16 of 2008). The mandate of the SHRA is: to regulate the social housing sector; support the restructuring of urban spaces through social housing investments; promote the development and awareness of social housing; ensure accreditation of SHIs, and ensure sustainable and regulated disbursements of the CCG to accredited SHIs.	<ul style="list-style-type: none"> • Functional, efficient and integrated organisation • Quality affordable social housing for rental delivered in strategically located areas • Enhanced performance of delivery agents and projects • Increased capacity of municipalities and provinces to deliver social housing • An effectively regulated and sustainable social housing sector • A transformed Social Housing Sector Value chain 	Operational Grant: R70,248 Institutional Investment Grant: R22,725 Consolidated Capital Grant: R857,619

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Housing Development Agency (HDA)	<p>The HDA was established in 2008 in terms of the Housing Development Agency Act, 2008 (Act No. 16 of 2008) and began operations in April 2009. The mandate of the HDA is to develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities; develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development; prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law; monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements; enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery; ensure that there is collaboration and intergovernmental and integrated alignment for housing development services; identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development; undertake such project management services as may be necessary, including assistance relating to approvals required for housing development; contract with any organ of state for the purpose of acquiring available land for residential housing and community development for the creation of sustainable human settlements; assist organs of state in dealing with housing developments that have not been completed within the anticipated project period; assist organs of state with the upgrading of informal settlements; and assist organs of state in respect of emergency housing solutions.</p>	<ul style="list-style-type: none"> • Effective and efficient management and good governance of the HDA • Integrated and sustainable human settlements and security of tenure 	Operational Grant: R235,379

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
National Home Builders Registration Council (NHBRC)	<p>The NHBRC was established in 1998 in terms of the Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998), as amended.</p> <p>The mandate of the NHBRC is: to protect the interests of housing consumers by ensuring that quality houses are built; to regulate the home building industry by enforcing ethical and technical norms and standards; to promote innovative technology in the housing sector and promote compliance and capacity building of home builders (builder training and development). The entity is also tasked to support the housing sector with geotechnical engineering services and forensic engineering investigations; litigation and advisory services. The NHBRC achieves its mandate through registrations, enrolments, inspections, training, warranties and dispute resolution.</p>	<ul style="list-style-type: none"> • Functional, efficient and integrated government • Improved accessibility and visibility of NHBRC products and services • A financially sustainable organisation that promote economic inclusion • Improved regulatory compliance • Competent homebuilders and technical professionals • Improved regulatory compliance • Greenhouse gas emission reduction 	R759,368,192 (Self-funding)
Estate Agency Affairs Board (EAAB)	<p>The Estate Agency Affairs Board (EAAB) was established in 1976 in terms of the Estate Agency Affairs Act, 1976 (Act No. 112 of 1976). The mandate of the EAAB is to regulate, maintain and promote the standard of conduct and activities of estate agents, issue Estate Fidelity Fund Certificates, prescribe the standard of training for estate agents, investigate complaints lodged against estate agents, manage the Estate Agents Fidelity Fund (EAFF).</p>	<ul style="list-style-type: none"> • Functional, efficient and integrated Government • Satisfied and well-informed estate agent stakeholders • Regulated and legally operating registered Estate Agents • Improved professionalism and ethical practices of Estate Agents • Transformed and inclusive Real Estate Sector • Smooth transition to the Property Practitioners Regulatory Authority (PPRA) • Sustainable Fidelity Fund • Well informed homeowners and tenants around property transactions 	R174,129,343 (Self-funding)

2. Infrastructure Projects

The outcomes associated with the HSDG as well as the USDG include both bulk and link infrastructure as well as socio-economic infrastructure. This includes bulk and link water, sanitation, roads and stormwater, and energy. The provincial Departments make funding contributions to local municipalities to fund the construction of primarily bulk water and sanitation projects. This is done to ensure that housing and human settlements projects can connect internal services to bulk. The metros are responsible for ensuring that bulk and link infrastructure projects support integrated human settlements development.

The infrastructure projects funded through the HSDG are contained in the provincial HSDG business plans that are approved on an annual basis, as

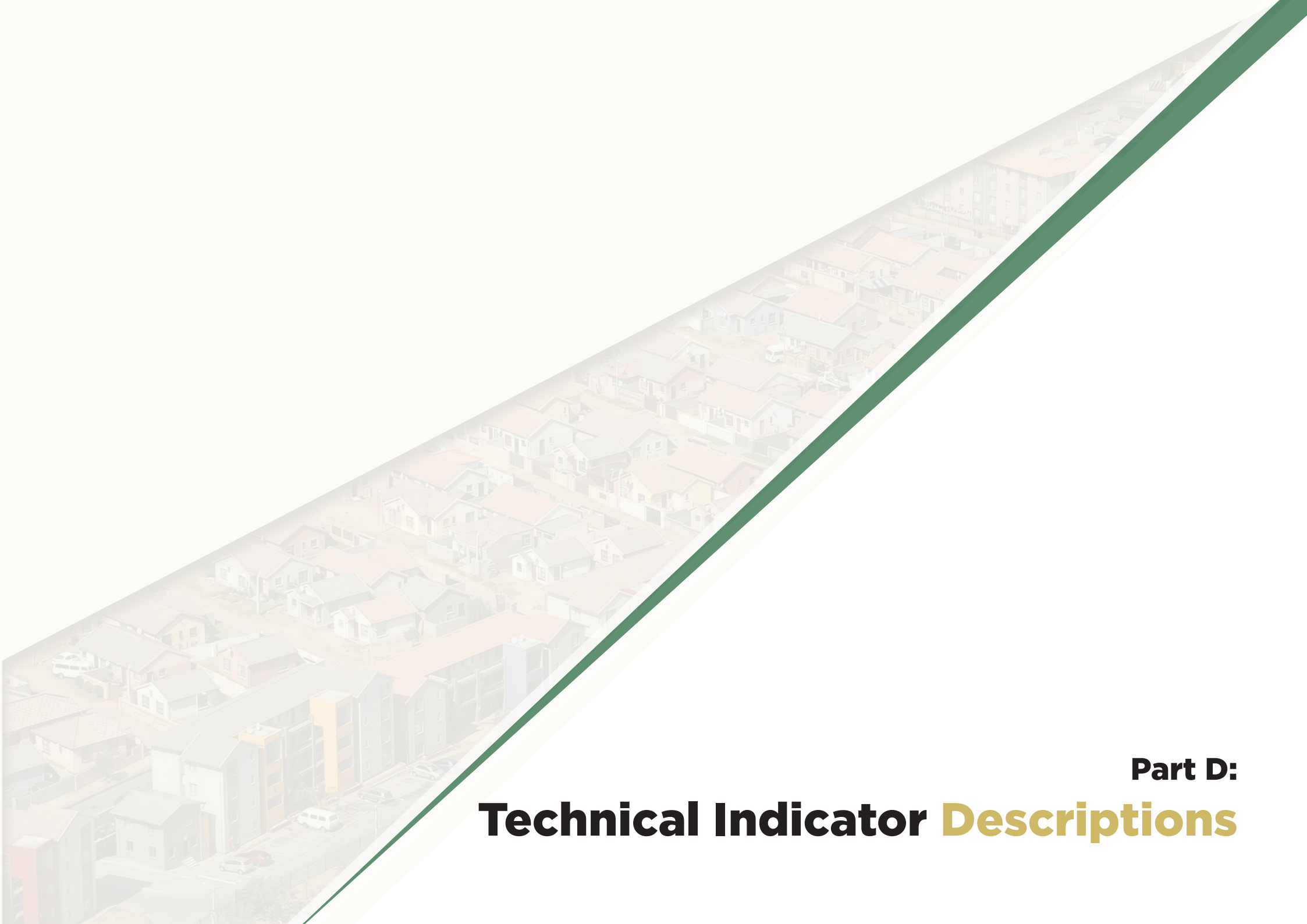
provided for in the division of revenue grant framework for the HSDG.

The infrastructure projects funded through the USDG in the metros are contained in the approved and published budgets and IDPs of all eight metros. The National Department funds the provision of infrastructure, which is planned and implemented by provinces, municipalities and their implementing agents.

The voluminous nature of the project information makes it practical for inclusion into the strategic plan and annual performance plan. The programme and project information is available on request from the Accounting Officer of the Department.

3. Public-Private Partnerships

The Department does not have any public-private partnerships (PPP) in place and none are planned for the MTEF, at this stage.



Part D:
Technical Indicator Descriptions

Part D: Technical Indicator Descriptions

1. Programme 1: Administration

Sub-Programme: Enterprise Architecture, Executive Support, and Financial Management

Indicator title	Unqualified audit opinion with no material findings
Definition	The indicator measures processes, systems and controls implemented by the Department to ensure that an opinion with no material findings is achieved
Source of data	Annual financial statements, report on predetermined objectives, documented business processes/ standard operating procedures (SOPs), annual audit plan and risk management plan, Internal Audit Report, Annual Performance Report and previous AG Report
Method of calculation/ assessment	Adherence to legislative frameworks, systems and controls put in place and implemented
Means of verification	Unqualified audit report on Annual Financial Statements with no material findings by the Auditor General
Assumptions	Adequate budget approved Approved Annual Financial Statements
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Financial statements free from material errors and misstatements
Indicator responsibility	Programme Manager:Administration

Indicator title	Percentage compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department to key corporate governance requirements, as outlined in legislation and other corporate governance guidelines/ regulations (PFMA, Treasury Regulations and Planning and Reporting Guidelines).
Source of data	Department, provinces, municipalities, human settlements entities, sector Departments, Parliament and other stakeholders Compliance reports Previous annual reports Approved departmental plans Departmental performance reports Branch performance reports Government priorities MTSF
Method of calculation/Assessment	The standard requirements for compliance demand of the Department to comply 100% with relevant statutes, prescripts and frameworks, as reflected under the means of verification of this indicator $\text{Number of statutory requirements complied with} / \text{Total number of statutory compliance requirements} \times 100$
Means of verification	Draft Departmental Corporate plans submitted by 31 October in line with the Planning guidelines Approved Corporate Departmental plans in March as per Parliamentary timeframes. Quarterly departmental performance reports as per DPME Guidelines Annual Performance Report (first draft) (end May) as per DPME Guidelines Departmental Annual Report (end September) as per DPME Guidelines Proof of tabling Quarterly report on appearance before Parliament & Cabinet Committees Quarterly report on administrative support provided Quarterly report on meetings serviced Quarterly report on invoices paid within 30 days as per Treasury Guidelines
Assumptions	On-time submissions to meet planning and reporting timelines Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable
Disaggregation of beneficiaries (where applicable)	n/a

Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	100% compliance with statutory tabling and prescripts
Indicator responsibility	Programme Manager:Administration

Indicator title	Percentage implementation of the approved Internal Audit Plan
Definition	Implementation and completion of audits in line with the approved internal audit plan
Source of data	Information sourced from business units, external audit reports and provincial departments through engagement agreements.
Method of calculation/ assessment	Number of audits completed divided by the number of audits as per the approved internal audit plan multiply by 100%
Means of verification	Approved three-year rolling plan and one-year operational internal audit plan Status/Progress report on the implementation internal audit plan Internal Audit Reports issued
Assumptions	Unrestricted Access to records Availability of personnel Cooperation and support from stakeholders (e.g. business units and provinces) Quality of information and records
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (Year to date)
reporting cycle	Quarterly and Annually
Desired performance	100% audits completed as per approved audit plan which will results in reasonable assurance to management on the adequacy and effectiveness of the system internal controls, risk management and governance processes
Indicator responsibility	Programme Manager:Administration

Indicator Title	Percentage execution of the approved Anti-Fraud and Corruption Implementation Plan.
Definition	Execution of the approved anti-fraud and corruption implementation plan
Source of data	Information sourced from business units, complainants, Departmental Entities, Provincial Departments and Municipalities
Method of calculation / Assessment	Number of activities achieved divided by number of planned activities for the period as per approved anti-fraud and corruption implementation plan multiply by 100%
Means of verification	<ul style="list-style-type: none"> • Approved anti-fraud and corruption implementation plan • Status/Progress report on the implementation of the approved anti-fraud and corruption implementation plan
Assumptions	<ul style="list-style-type: none"> • Unrestricted access to records • Availability of personnel • Cooperation and support from stakeholders (e.g. business units and provinces)
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly and Annually
Desired performance	100% execution of the approved anti-fraud and corruption implementation plan.
Indicator responsibility	Programme Manager Administration
Indicator title	Percentage implementation of the approved Risk Management Implementation Plan
Definition	The Risk Management Implementation Plan is aligned to the Risk Management Strategy and prioritise specific risk management activities that will be implemented for a particular year, including activities, responsible persons, resources required and targets dates.
Source of data	<p>MTSF document, Departmental Strategic Plan, annual performance plans and outcome-based budget structure are used as a source to prepare and prepopulate risk identification template.</p> <p>Risk management methodology embedded in the Risk Management Framework will be used as the source to facilitate risk assessment. A risk monitoring tool to be used for monitoring actions identified in the approved strategic risk register. Data will be collected and coordinated by Risk Champions from the respective programmes and updated in the risk register. The approved strategic risk register will be used as a source for the prioritisation of the key risks.</p>
Method of calculation/ assessment	Total number of activities implemented / total number of planned activities x 100
Means of verification	<p>Approved Risk Management Implementation Plan</p> <p>Risk Management Status Report on the implementation plan (quarterly)</p>
Assumptions	Complete, accurate, timeous risk information and co-operation from internal stakeholders (risk champions and risk owners)

Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Desired reporting cycle	Quarterly and annually
Desired performance	Risk management embedded into strategic day-to-day operations, performance reporting and decision making processes
Indicator responsibility	Programme Manager:Administration

Indicator Title	Percentage implementation of the Human Resource Implementation Plan.
Definition	<p>To ensure a diverse, capacitated, knowledgeable, committed and healthy Departmental workforce to support implementation and achievement of the MTSF priorities, in compliance with the approved HR Plan, through:</p> <ol style="list-style-type: none"> (1) Redesign of the Organisational Structure, aligned to Budget structure and MTSF priorities; (2) Recruitment, placement, effective use and retention of requisite and competent personnel capacity to deliver on implementation and achievement of MTSF priorities; (3) Developed mechanisms to bridge the skills gaps (Skills Audit and relevant Human Resource Training Development and Skills interventions); (4) Implementation of optimal Employee Health and Wellness programmes. (5) Facilitating sound labour/ (employer/ employee) relations in support of a healthy working culture and environment
Source of data	<ul style="list-style-type: none"> • Approved 3 year HR Plan and Annual Implementation plans; • Vacancy Reduction Plan • Approved Workplace Skills Plan; • Approved HRD Implementation Plan and Monitoring Tool; • Approved Employment Equity Plan and Report; • Approved Employee Wellness Plans and Integrated Reports;
Method of calculation / Assessment	Number of activities achieved divided by number of planned activities for the period as per HR Implementation Plan multiply by 100
Means of verification	<ul style="list-style-type: none"> • Approved HR Implementation Plan • Quarterly Report based on the approved HR Implementation Plan
Assumptions	<ul style="list-style-type: none"> • Resource availability to support HR plan • Stakeholder and System dependencies (Internal & External); • Political and Organised Labour dependencies;

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Desired Reporting cycle	Quarterly, Annual
Desired performance	100% Implementation of the approved HR Implementation Plan targets.
Indicator responsibility	Programme Manager:Administration

Indicator title	Percentage implementation of the approved annual ICT Plan
Definition	<p>To ensure the implementation of planned activities in the approved ICT plan; to provide ICT services in support of MTSF priorities through ensuring:</p> <ul style="list-style-type: none"> • 90% availability of the National Housing Needs Register (NHNR) & HSS environment. • 90% availability of secure and reliable ICT infrastructure, services, hardware and software in support of business continuity, operations, programmes and projects • 100% functional ICT governance structures to monitor implementation of deliverables in the approved annual ICT Plan
Source of data	<ul style="list-style-type: none"> • Approved ICT plan • SITA reports • Footprint reports • NHNR & HSS Server availability report
Method of calculation/ assessment	Number of achieved deliverables in the approved annual ICT Plan divided by the total number of planned deliverables multiplied by 100.
Means of verification	<ul style="list-style-type: none"> • Annual ICT Plan • A quarterly report in line with the approved ICT Plan
Assumptions	<ul style="list-style-type: none"> • Approved annual ICT Plan • Approved Service Level Agreements ICT & IMS with SITA • Approved ICT & IMS budget • Functional governances structures (Strategic; Steering and Operational ICT Meetings) • 95% of SITA infrastructure availability

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% implementation of the approved annual ICT plan
Indicator responsibility	Programme Manager:Administration

Indicator title	Percentage implementation of approved communication strategy
Definition	100% implementation of the approved communication strategy focusing on corporate communications, media services and public information and marketing
Source of data	Reports (media analysis reports, online and print media clippings) Audit Bureau of Circulation, Radio Measurement Systems, Audience Measurement Systems,
Method of calculation/Assessment	Number of activities achieved divided by number of planned activities as per Communication Implementation plan multiply by 100%
Means of Verification	<ul style="list-style-type: none"> • Communication Implementation Plan • Report on the implementation of the approved Communication Strategy in line with the Communication Implementation Plan • Approved Communication Strategy
Assumptions	Approved communication strategy
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% performance in implementing approved communication strategy
Indicator responsibility	Programme Manager:Administration

Programme 2: Integrated Human Settlements Planning And Development Programme

Indicator title	Number of integrated implementation programmes for PDAs prepared
Definition	<p>The indicator measures the number of implementation programmes which are human settlements development plans prepared for each priority development area. The implementation programme is based on information obtained from existing planning documents (e.g. development frameworks, precinct plans, master plans, etc.) and statutory plans (e.g. IDPs and SDFs).</p> <p>The human settlements development plan format will be guided by the 7 pillars that underpin the PHSHDA programme. These include land assembly (public and privately owned land), infrastructure (bulk, transport, ecological, social amenities etc.), economic development and planned grant commitments.</p> <p>Additionally, the human settlements development plan outlines the recommended interventions needed to achieve integrated human settlements. The interventions can be informed by the housing code and planning guidelines such as the Neighbourhood Planning and Design Guide (Red Book) and may include housing densities and typologies.</p>
Source of data	StatsSA data, Provincial plans, Municipal Spatial Development Frameworks, Municipal IDPs, Sector Department plans, DHS Entities plans, Land Use Management Schemes, SPLUMA Development Plan Guidelines, Red Book
Method of calculation/Assessment	Number of implementation programmes, which are human settlements development plans prepared for each priority development area
Means of verification	Implementation programmes, which are human settlements development plans prepared for each PDA
Assumptions	Cooperation from stakeholders: provinces, municipalities, entities, sector departments, and private sector; funding available for the preparation of the development plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	Yes
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Implementation programmes, which are human settlements development plans prepared for each priority development area
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Percentage of human settlement grants invested in priority development areas
Definition	The indicator measures the percentage of human settlements development allocations that are directed to PDAs by Provinces, Metros to advance spatial transformation and consolidation. These grants include Human Settlements Development Grant, Urban Settlements Development Grant and the Informal Settlements Upgrading Partnership Grant.
Source of data	Provincial and Metropolitan Municipality Delivery Business Plans
Method of calculation / Assessment	Total invested to PDAs / Total grant allocation x 100
Means of verification	Report on the budget allocations by provinces & metros for the projects within PDAs
Assumptions	Provinces and metros provide credible plans with complete information
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarter 1 and Quarter 4
Desired performance	Increased investment of the grant allocation in PDAs
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Percentage of land acquired within the PDA's rezoned
Definitions	The indicator measures land parcels within the PHSHDA facilitated for rezoning. PHSHDA's and PHDA's refer to the same thing, the terms are used interchangeably
Source of data	Rezoning Certificates or letter of approval from the relevant municipality, General Plans
Method of calculation / Assessment	Simple counting of a percentage of acquired land within the PDAs rezoned – the number of hectares rezoned divided by the total number of hectares acquired, multiplied by 100%
Means of verifications	Letter of rezoning approval from the relevant municipality Proof of land acquired between 2014 -2019
Assumptions	Development planning/Rezoning Certificates finalized on time by relevant authorities
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation where applicable)	Ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.

Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	100% rezoned by the end of the MTSF
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Projects Readiness Matrix implemented in a number of provinces
Definition	This is a tool that is aimed at assisting the development of credible Annual Provincial Human Settlements Development Grant Business Plans in 9 Provinces submitted to the National Department of Human Settlements to test the state of readiness of projects for implementation.
Source/collection of data	Draft and a final approved Human Settlements Development Grant Business Plans and Urban Settlements Development Plans by the Director-General
Method of calculation	Simple count on the number of provinces in which the readiness matrix was implemented.
Means of verification	Assessment Reports on the state of readiness of projects for implementation in 9 provinces
Assumptions	All projects in compliance with the Project Readiness Matrix in the Human Settlements Development Grant Business Plan and Urban Settlements Development Grant will be implemented.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	To develop credible national and provincial project pipelines aligned to business plans
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Projects Readiness Matrix implemented in a number of Metros
Definition	This is a tool that is aimed at assisting the development of credible Urban Settlements Development Grant Plans in 8 Metros submitted to the National Department of Human Settlements to test the state of readiness of projects for implementation.
Source/collection of data	Draft and a final approved Urban Settlements Development Plans by the Director-General
Method of calculation	Simple count on the number of metros in which the readiness matrix was implemented.
Means of verification	Assessment Reports on the state of readiness of projects for implementation in 8 Metros
Assumptions	All projects in compliance with the Project Readiness Matrix in Urban Settlements Development Grant will be implemented.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	To develop credible national and provincial project pipelines aligned to business plans
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Programme for Revitalisation of Distressed Mining Communities Implemented in a Number of Provinces														
Definition	<p>This indicator is a response to the Special Presidential Package (SPP) Programme for the Revitalization of Distressed Mining Communities that seeks to alleviate specific human settlements development shortcomings in communities with mining operations. This indicator measures the implementation programme of the National Department of Human Settlements in the following six (6) provinces:</p> <table border="1" data-bbox="763 453 2107 732"> <thead> <tr> <th>Province</th><th>Local Municipalities</th></tr> </thead> <tbody> <tr> <td>Limpopo</td><td>Fetakgomo/Greater Tubatse, Elias Motsoaledi, Lephalale, Thabazimbi, Mogalakwena</td></tr> <tr> <td>Gauteng</td><td>Rand West City, Mogale City, Merafong</td></tr> <tr> <td>North West</td><td>Rustenburg, Moses Kotane, Madibeng, Kgetleng Rivier, City of Matlosana</td></tr> <tr> <td>Mpumalanga</td><td>Emalahleni, Steve Tshwete, Thaba Chweu</td></tr> <tr> <td>Free State</td><td>Matjhabeng</td></tr> <tr> <td>Northern Cape</td><td>Gamagara, Tsatsabane, Kgatelopele, Ga-Segonyana, Joe Morolong, Khai-Ma</td></tr> </tbody> </table>	Province	Local Municipalities	Limpopo	Fetakgomo/Greater Tubatse, Elias Motsoaledi, Lephalale, Thabazimbi, Mogalakwena	Gauteng	Rand West City, Mogale City, Merafong	North West	Rustenburg, Moses Kotane, Madibeng, Kgetleng Rivier, City of Matlosana	Mpumalanga	Emalahleni, Steve Tshwete, Thaba Chweu	Free State	Matjhabeng	Northern Cape	Gamagara, Tsatsabane, Kgatelopele, Ga-Segonyana, Joe Morolong, Khai-Ma
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Source of data	Quarterly programme reports														
Method of Calculation /Assessment	Assessment of performance will be based on quarterly activities outlined in the definition Technical Indicator Description.														
Means of verification	<p>Report on the following:</p> <ol style="list-style-type: none"> (1) Planning <ul style="list-style-type: none"> • Confirm programme implementation priorities, targets and multi-year project pipelines with provinces and municipalities (Quarter 3 & 4) • Analyze projects detailed in the provincial business plans and make recommendations for approval (Quarters 3 & 4) (2) Project Implementation <ul style="list-style-type: none"> • Receive and analyze project implementation progress reports from provinces (Quarterly) • Convene steering committee meetings (Quarterly) (3) Grant and Funding Management <ul style="list-style-type: none"> • Make recommendations on financials in the DORA Framework on the revitalization of distressed mining communities (Quarter 3 & 4) (4) Monitoring and Evaluation <ul style="list-style-type: none"> • Prepare inputs on the performance of projects for discussion at the quarterly IGR municipal performance review meetings (Quarterly) (5) Entities Oversight <ul style="list-style-type: none"> • Review HDA programme performance reports (Quarterly) 														

Assumptions	Availability of requisite technical capacity at national, provincial and municipal levels and the HDA to implement and manage the programme, cooperation of provinces, municipalities and all other relevant stakeholders, submission of credible pipeline reports, submission of credible business plans, submission of credible project performance reports
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Yes
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Functional and integrated human settlements in provinces with distressed mining communities
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of provinces supported to eradicate the title deed backlog
Definition	<p>The indicator measures the support the Department provides to all nine provinces in eradicating the title deeds backlog as it pertains to pre and post-1994 title deeds, post-2014 title deeds and new title deeds.</p> <p>The support provided includes:</p> <ul style="list-style-type: none"> Convening the National Title Restoration Steering Committee quarterly Providing implementation support through the appointment of service delivery facilitators in 5 provinces (North West, Eastern Cape, KwaZulu Natal, Limpopo and Mpumalanga) Planning Support, assessing the readiness of title deed projects in the business plans and ensuring alignment with the conditions of the grant framework Assisting provinces by liaising with relevant sector departments to resolve identified obstacles where necessary
Source of data	<p>Invitations, Agenda's, Minutes of National Title Restoration Steering Committee Meetings</p> <p>Reports from delivery facilitators deployed in 5 provinces (EC, KZN, LP, MP, NW)</p> <p>Provincial HSDG business plans</p> <p>Quarterly reports on the support provided to provincial departments towards the delivery of business plan output</p>
Method of calculation/ assessment	Qualitative: Reports on the support provided

Means of verification	<p>Invitations, Agenda's, Minutes of National Title Restoration Steering Committee Meetings</p> <p>Reports from delivery facilitators deployed in 5 provinces (EC, KZN, LP, MP, NW)</p> <p>Assessment report on the readiness of title deed projects in the Provincial HSDG business plans</p> <p>Quarterly reports on the support provided to provincial departments towards the delivery of business plan output</p> <p>National Title Restoration Project Steering Committee Convened (Quarterly)</p> <p>Service delivery facilitator support provided in 5 provinces (Quarterly)</p> <p>Project Implementation support provided to 9 provinces (Quarterly)</p> <p>Title deed project readiness assessed (Quarter 4)</p>
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All provincial departments are provided with adequate implementation support to achieve numerical targets
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of pre-1994 title deeds registered
Definition	The indicator monitors and verifies the annual progress provinces are making in resolving the pre-1994 title deed backlog, for which the target is 45 535 over the MTSF period, and reporting these to the relevant internal and external fora.
Source of data	<p>Provincial HSDG business plans</p> <p>Quarterly DORA and performance reports submitted by provinces</p>
Method of calculation/ assessment	Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Means of verification	Number of title deeds registered through deeds-based records
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a

Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All state-provided homes are transferred to the rightful beneficiaries, where applicable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of post-1994 title deeds registered
Definition	The indicator monitors and verifies the annual progress provinces are making in resolving the post -1994 title deed backlog, for which the target is 500 845 over the MTSF period, and reporting these to the relevant internal and external fora.
Source of data	Provincial HSDG business plans Quarterly DORA and performance reports submitted by provinces
Method of calculation/ assessment	Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Means of verification	Number of title deeds registered through deeds-based records
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All state-provided homes are transferred to the rightful beneficiaries, where applicable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of post 2014 title deeds registered
Definition	The indicator monitors and verifies the annual progress provinces are making in resolving the post -1994 title deed backlog, for which the target is 346 842 over the MTSF period, and reporting these to the relevant internal and external fora.
Source of data	Provincial HSDG business plans Quarterly DORA and performance reports submitted by provinces
Method of calculation/ assessment	Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Means of verification	Number of title deeds registered through deeds-based records

Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All state-provided homes are transferred to the rightful beneficiaries, where applicable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of new title deeds registered
Definition	The indicator monitors and verifies the annual progress provinces are making in registering title deeds for new human settlement projects, for which the target is 300 000 over the MTSF period, and reporting these to the relevant internal and external fora.
Source of data	Provincial HSDG business plans Quarterly DORA and performance reports submitted by provinces
Method of calculation/ assessment	Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Means of verification	Number of title deeds registered through deeds-based records
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All state-provided homes are transferred to the rightful beneficiaries, where applicable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	A National Human Settlements Development Plan developed (HSDG, USDG, ISUPG, CCG, funded)
Definition	<p>A comprehensive annual National Human Settlements Development Plan developed to establish integrated sustainable human settlements, promote integrated urban settlements and improved quality of living environments in which households have access to basic services, social and economic amenities, the security of tenure, health and security funded through the Human Settlements Development Grant (HSDG), the Urban Settlements Development Grant (USDG), the Informal Settlements Upgrading Partnership Grant (ISUPG) and to provide Social Housing and Rental accommodation through the Consolidated Capital Grant (CCG).</p> <p>The plan includes the following MTSF targets: BNG houses and Serviced Sites</p>
Source of data	<p>Provincial, Metros and SHRA Annual Business Plans /Project lists</p> <p>Reports/memorandums from various business units for compiling a comprehensive National Human Settlements Development Plan for submission to DG.</p>
Method of calculation/Assessment	<p>Analysis and verification of the Provincial, Metros and SHRA Business Plans submitted in terms of the relevant grant frameworks and timeframes for the development of each business plan/report.</p>
Means of verification	<p>1. Report on the National Human Settlements Development Plan outlining planned MTSF targets for the financial year: BNG Houses, Serviced Sites, CRUs, Title deeds to be delivered.</p> <p>2. Annexures: Provincial, Metros and SHRA Annual Business Plans /Project list</p> <p>Q1.</p> <ul style="list-style-type: none"> Final draft USDG Plans developed for the 2021/22 financial year. <p>Q2.</p> <ul style="list-style-type: none"> Develop 1st draft National Human Settlements Development Plan (Business Plan) 2022/23 which is inclusive of the reports /memorandums received from all organisations/Stakeholders (Provinces, Metros using first draft USDG plans for 2021/22, SHRA) Adjust the final National Human Settlements Development Plan (Business Plan) 2021/22 financial year to include the final USDG plan 2021/22 due to the non-alignment of financial years of the National, Provincial financial year and the Local Government's financial year. <p>Q4.</p> <ul style="list-style-type: none"> Develop the final National Human Settlements Development Plan (Business Plan) 2022/23 which is inclusive of the reports /memorandums received from all organisations/Stakeholders (Provinces, Metros using first draft USDG plans for 2022/23, and SHRA)
Assumptions	<p>The analysis and development of the national human settlements development Plan is subjected to the timeous submission of the 1st draft and final Business Plans/reports and cooperation by all organisations/stakeholders (Provinces, Metros and SHRA)</p>

Disaggregation of Beneficiaries (Where applicable)	Not Applicable only projects and targets per National Housing Code 2009
Spatial Transformation (where applicable)	Development of sustainable integrated human settlements, Improved quality living environments.
Reporting cycle	Quarterly
Desired performance	A National Human Settlements Development Plan addressing MTSF priorities that support national human settlements development programmes.
Calculation type	Non-Cumulative
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Number of BNG houses delivered
Definition	<p>The indicator measures the completion 52 405 BNG houses by the Provincial Departments of Human Settlements and Municipalities. The National Department's role may include:</p> <ul style="list-style-type: none"> • Monitor Programme performance: Analyse the Quarterly reports received from the Provinces Attend Quarterly Performance Review sessions • Initiate support by providing programme implementation guidance (Project Process Guide for Human Settlements Programmes workshops to the municipalities) • Planning support: Analysing the Draft Business Plans (Q2/Q3 and/or Q4) Report the number of BNG houses completed by the provinces and municipalities. (The Department does not have any direct control over this output during the financial year, as the Developer will be either the Provincial Department of Human Settlements and/or the Municipalities).
Source/collection of data	Provincial Business Plans, information from Provinces, Municipalities and the Data Management Reports
Method of calculation	Count of the number of BNG houses completed.
Means of verification	Attendance Registers, Presentation of the Project Process Guide, Business Plans and Data Management Reports and DORA reports.
Assumptions	<p>The Provincial Departments of Human Settlements and Municipalities will meet the annual delivery target.</p> <p>The Municipalities will agree to dates for the Project Process Guide workshops.</p> <p>The Provinces will submit the draft Business Plans on time.</p>
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	52 405 BNG houses completed by the Provincial Departments of Human Settlements and Municipalities
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Number of serviced sites completed (HSDG)
Definition	<p>The indicator measures the completion of 39 664 Serviced Sites by the Provincial Departments of Human Settlements and Municipalities. The National Department's role may include:</p> <ul style="list-style-type: none"> • Monitor Programme performance: Analyse the Quarterly reports received from the Provinces Attend Quarterly Performance Review sessions • Initiate support by providing programme implementation guidance (Project Process Guide for Human Settlements Programmes workshops to the municipalities) • Planning support: Analysing the Draft Business Plans (Q2/Q3 and/or Q4) <p>Report the number of Serviced Sites completed by the provinces and municipalities. (The Department does not have any direct control over this output during the financial year, as the Developer will be either the Provincial Department of Human Settlements and/or the Municipalities).</p>
Source/collection of data	Provincial Business Plans, information from Provinces, Municipalities and the Data Management Reports.
Method of calculation	Count of the number of Serviced Sites completed.
Means of verification	Attendance Registers, Presentation of the Project Process Guide, Business Plans and Data Management Reports and DORA reports.
Assumptions	<p>The Provincial Departments of Human Settlements and Municipalities will meet the annual delivery target.</p> <p>The Municipalities will agree to dates for the Project Process Guide workshops.</p> <p>The Provinces will submit the draft Business Plans on time.</p>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	39 664 Serviced Sites completed by the Provincial Departments of Human Settlements and Municipalities
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Number of serviced sites completed (USDG)
Definition	<p>The indicator measures the completion of 55 000 Serviced Sites by the Metropolitan Municipalities. The National Department's role may include:</p> <ul style="list-style-type: none"> • Monitor Programme performance: <ul style="list-style-type: none"> Analyse the Quarterly reports received from the Provinces Attend Quarterly Performance Review sessions • Planning support: <ul style="list-style-type: none"> Analysing the Draft Business Plans (Q2/Q3 and/or Q4) <p>Report the number of Serviced Sites completed by the Metropolitan Municipalities. (The Department does not have any direct control over this output during the financial year, as the Developer will be either the Provincial Department of Human Settlements and/or the Metropolitan Municipalities).</p>
Source/collection of data	Provincial Business Plans, information from Metropolitan Municipalities and the Data Management Reports.
Method of calculation	Count of the number of Serviced Sites completed.
Means of verification	Attendance Registers, Business Plans and Data Management Reports.
Assumptions	The Provincial Departments of Human Settlements and Municipalities will meet the annual delivery target. The Provinces will submit the draft Business Plans on time.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	55 000 Serviced Sites completed by the Metropolitan Municipalities.
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Number of national priority projects implemented
Definition	The indicator measures progress achieved in the implementation of national priority projects. The implementation stages of projects will vary at any given point from one project to another. The stages include project conceptualisation, project planning, construction and project closeout. For this performance indicator, 50 national priority projects will be implemented and monitored. Some projects are still under planning whereas others are in the construction stage.
Source/collection of data	Provincial Departments of Human Settlements, Metropolitan Municipalities, The HDA, project developers
Method of calculation	Simple Count of national priority projects implemented
Means of verification	Project progress reports, site visit (Out of office) reports, HSS Reports, Steering committee's minutes.
Assumptions	Plans will be implemented according to approved business plans, Provinces and municipalities will submit credible and reliable reports.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Yes
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	The successful implementation of high impact human settlements projects to realize the objectives of spatial transformation and ensuring integration.
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Macro-Policy and Research

Indicator Title	Number of research reports completed
Definition	The indicator measures the number of research reports to support policy development. The research would study various material and sources in order to systematically establish facts and reach new conclusions regarding the research topic. Two (2): research reports completed: <ul style="list-style-type: none"> • Agri villages and rain water harvesting • Exemption of Holding cost for state land earmarked for housing development
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, Evidence Map information, Urban Knowledge Exchange articles, research reports, existing policies and programmes
Method of calculation / Assessment	Simple count of Research reports completed

Means of verification	<p>Two (2): a research report completed:</p> <p>Research no1 :</p> <ul style="list-style-type: none"> • Terms of reference developed and approved (Q1) • No target (Q2) • Inception Report (Q3) • Research report on Agri villages and rainwater harvesting (Q4) <p>Research no 2</p> <ul style="list-style-type: none"> • Terms of reference developed and approved (Q1) • No target (Q2) • Inception Report (Q3) • Research report on Exemption of Holding cost for state land earmarked for housing development (Q4)
Assumptions	There will be sufficient Information, personnel, stakeholders available to support the research and policy development process
Disaggregation of Beneficiaries (where applicable)	The research reports will be crafted such that it is sensitive to sector transformation issues.
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	<p>Two (2): research reports completed:</p> <ul style="list-style-type: none"> • Agri-villages and rainwater harvesting (Q4) • Exemption of Holding cost for state land earmarked for housing development (Q4)
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator Title	Number of policies developed
Definition	<p>The indicator purports to measure the number of policies developed. These policies will serve as chapters in the Policy Foundation to be delivered by the end of the MTSF period.</p> <p>2 policies developed:</p> <ul style="list-style-type: none"> • A draft Property Transactional Support Centres (PTSC) • Informal settlements upgrading macro policy

Source of Data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, Evidence Map information, Urban Knowledge exchange articles, research reports, existing policies and programmes
Method of Calculation / Assessment	Simple count of the number of policies developed
Means of Verification	<ul style="list-style-type: none"> • 2 policies developed (Q4) Policy no 1 <ul style="list-style-type: none"> • Consultation report on policy document(Q1) • No target (Q2) • SEIAS report (Q3) • A draft Property Transactional Support Centres (PTSC) developed (Q4) Policy no 2 <ul style="list-style-type: none"> • Consultation report on policy document(Q1) • No target (Q2) • SEIAS report (Q3) • Informal settlements upgrading macro policy developed (Q4)
Assumptions	There will be sufficient Information, personnel, stakeholders available to support the policy development process
Disaggregation of Beneficiaries (where applicable)	The policies will be drafted such that it is sensitive to sector transformation.They have specific sections on gender issues and have detailed information on women, youth and persons with disabilities.
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly
Desired performance	2 policies developed: <ul style="list-style-type: none"> • A draft Property Transactional Support Centres (PTSC) • Informal settlements upgrading macro policy
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Percentage of the budget allocated to entities owned by designated groups monitored
Definition	The indicator seeks to monitor the percentage of budget allocated to entities owned by designated groups. The analysis will be done after receiving reports from Provinces, Entities and Municipalities <ul style="list-style-type: none"> • 40% of the budget allocated to entities owned by designated groups monitored
Source of data	Reports from Provinces, Allocation letters, DORA reports, Reports from Entities and Provinces, National Treasury Supplier Database
Method of calculation/ assessment	Assessment of budget allocated per quarter in line with the directive.
Means of verification	A report on the 40% of the budget allocated to entities owned by designated groups monitored (Q1-Q4)
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • budget allocated to entities owned by women, youth • and Persons with Disabilities
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	40% of the budget allocated to entities owned by designated groups monitored
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Monitoring and Evaluation

Indicator title	Percentage of projects under implementation monitored (HSDG & USDG)
Definition	Percentage of projects under implementation that incurred expenditure during the quarter, funded through the HSDG and the USDG monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, reports from provincial Departments of Human Settlements, reports from metros and provincial business plans
Method of calculation/ assessment	Number of projects monitored and verified divided by the Number of projects under implementation that incurred expenditure multiplied by 100 = % achieved
Means of verification	Quarterly report on Monitoring and Verification HSS, reports from provincial Departments of Human Settlements, reports from metros and provincial business plans.
Assumptions	Reliable and verifiable data will result in good decision making in the sector

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Public Entity Oversight (HDA, CSOS, EAAB, NHBRC)

Indicator Title	Percentage of entities performance monitored
Definition	<p>The purpose of the indicator is to provide for the monitoring of s, performance HDA, CSOS EAAB & NHBRC The Department will then be able to identify gaps that can be addressed through entity programme improvement plans or similar interventions, where required.</p> <p>The monitoring of performance will entail a detailed analysis of both the financial and the non-financial performance information as would be duly provided for in the quarterly performance reports as submitted to the Department. These would further be linked/aligned to the MTSF priorities that the said Entities' committed to on a quarterly and annual basis. Feedback will be provided to the entities following a comprehensive quarterly performance analysis. The feedback is critical in the overall sector performance of the Programme.</p>
Source of data	<p>The Sources of data are:</p> <ul style="list-style-type: none"> • MTSF priorities • APP of HDA, CSOS EAAB & NHBRC • Quarterly reports of HDA, CSOS EAAB & NHBRC
Method of calculation / Assessment	<p>Quarterly analysis report on the contribution of HDA, CSOS EAAB & NHBRC</p> <p>Percentage of entities performance monitored=</p> <p>Number of entities' performance targets monitored divided by</p> <p>Number of entities' performance targets planned multiply by 100</p>
Means of Verification	<p>Contribution by HDA, CSOS EAAB & NHBRC to the Integrated Human Settlements Planning and Development Programme based on the quarterly reports.</p> <p>A feedback letter and a quarterly analysis report on the monitoring performed.</p>
Assumptions	Cooperation from internal stakeholders and the public entities

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of of entities performance monitored
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Grant Management

Indicator title	Approval of the Human Settlements Grants Framework
Definition	The annual review of the framework from the previous financial year and amending conditions or outputs and responsibilities of transferring and receiving officers that will enhance efficiency to ensure correct utilization of the grant
Source of Data	Data will be collected from internal stakeholders, National Treasury, Provinces and Metropolitan Municipalities
Method of Calculation/ Assessment	Qualitatively (compliance will be the target)
Means of Verification	Approved Human Settlements Grant Frameworks submitted to National Treasury
Assumptions	Non-submission of new or additional inputs implies acceptance of existing contents of the current grant framework
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Human Settlement Grants framework approved
Indicator Responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Indicator title	Number of quarterly assessments conducted on Human settlements Grants
Definition	Collate and analyse quarterly HSDG and USDG financial and non-financial performance reports from Provinces and Metropolitan Municipalities on a monthly and quarterly basis. The submission dates for monthly and quarterly reports from Provinces and Metropolitan Municipalities are regulated in terms of the Division of Revenue Act.
Source of data	Data will be collected from Provinces and Metropolitan Municipalities
Method of Calculation/ Assessment	Quantitative and qualitative (accuracy and reliability of expenditure data)
Means of verification	<p>Quarterly reports on the analysis of HSDG and USDG performance:</p> <p>Quarterly Analysis of HSDG :</p> <p>Q1: 1 (1x 4th quarter-previous financial year) quarterly performance analysis conducted on HSDG</p> <p>Q2: 1 (1x 1st quarter- current financial year) quarterly performance analysis conducted on HSDG</p> <p>Q3 : 1 (1x 2nd quarter- current financial year) quarterly performance analysis conducted on HSDG</p> <p>Q4:1 (1x 3rd quarter- current financial year) quarterly performance analysis conducted on HSDG</p> <p>Quarterly Analysis of USDG:</p> <p>Q1: 1 (1x 3rd quarter-previous financial year) quarterly performance analysis conducted on USDG</p> <p>Q2: 1 (1x 4th quarter quarter-previous financial year) quarterly performance analysis conducted on USDG</p> <p>Q3: 1 (1x 1st quarter- current financial year) quarterly performance analysis conducted on USDG</p> <p>Q4: 1 (1x 2nd quarter-current financial year) quarterly performance analysis conducted on USDG</p>
Assumptions	Submitted monthly and quarterly reports signed by Provincial HOD and Provincial Treasury reflect accurate and reliable financial and non –financial information.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Both cumulative and non-cumulative
Reporting cycle	Quarterly
Desired performance	Analysed quarterly HSDG and USDG performance. Provinces and Municipalities fully spend their allocations in line with business plans and set MTSF targets. Underspending and non-compliance not acceptable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Capacity Building and Sector Support

Indicator Title	Percentage implementation of the Human Settlements Capacity Assembly Programme (IHSPDP)
Definition	The indicator measures the activities undertaken in implementing the Capacity assembly programme in line with the Integrated Human Settlements Planning and Development Programme as per the Capacity Assembly implementation plan.
Source of data	The Sources of data are: <ul style="list-style-type: none"> • MTSF priorities • Integrated Human settlements planning and development programme Plans • Capacity assessment reports • Annual reports of provinces, municipalities and entities • Capacity assembly Implementation Plan
Method of calculation /Assessment	Number of activities achieved per quarter divided by the total number of planned activities for the quarter multiplied by 100.
Means of Verification	<ul style="list-style-type: none"> • Quarterly progress report (Q1, Q2, Q3 & Q4). • Contracts of deployed professionals
Assumptions	<ul style="list-style-type: none"> • Cooperation from sector stakeholders • Complete, accurate, and timeous information. • Availability of human and financial resources
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Desired reporting cycle	Quarterly
Desired performance	Capacitated Integrated Human settlements planning and development programme
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Programme 3: Informal Settlements Programme

Sub-Programme: Policy and Research

Indicator Title	Number of research reports on informal settlements upgrading completed
Definition	<p>The indicator purports to measure the number of research reports developed to support policy development. The research would study various material and sources to systematically establish facts and reach new conclusions regarding the Informal Settlement Upgrading to draft policy.</p> <p>Two (2) research reports on Informal Settlements Upgrading completed:</p> <ul style="list-style-type: none"> • Terms of reference developed and approved (Q1) • No target (Q2) • Inception report (Q3) • Two (2) research reports on Informal Settlements Upgrading completed (Q4): <ul style="list-style-type: none"> • Topic 1: The use of technology and community participation in informal settlements • Topic 2: A detailed socio-economic survey on informal settlements
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, Evidence Map information, Urban Knowledge Exchange articles, research reports, existing policies and programmes
Method of calculation / Assessment	Qualitative
Means of verification	<p>Two (2) research reports on Informal Settlements Upgrading completed</p> <ul style="list-style-type: none"> • Terms of reference developed and approved (Q1) • No target (Q2) • Inception Report (Q3) • Two (2) Research reports on the Informal Settlements upgrading completed (Q4) <ul style="list-style-type: none"> • Topic 1: The use of technology and community participation in informal settlements • Topic 2: A detailed socio-economic survey on informal settlement upgrading
Assumptions	There will be sufficient Information, personnel, stakeholders available to support the research and policy development process
Disaggregation of Beneficiaries (where applicable)	The research reports will be drafted such that it is sensitive to sector transformation. They have specific sections on gender issues and have detail on women, youth and persons with disabilities.
Spatial Transformation (where applicable)	The reports will be drafted such that they become sensitive to spatial transformation issues.
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly

Desired performance	Two (2) Research reports on the Informal Settlements upgrading completed (Q4) <ul style="list-style-type: none"> • Topic 1: The use of technology and community participation in informal settlements • Topic 2: A socio-economic survey on informal settlement upgrading
Indicator responsibility	Programme Manager Informal Settlements Programme

Indicator Title	Number of policies on informal settlements upgrading developed
Definition	The indicator purports to measure the number of policies developed on the Informal Settlements Upgrading to support policy development. The research would study various material and sources to systematically establish facts and reach new conclusions regarding the Informal Settlement Upgrading to draft policy. Two (2) Policies on informal settlements upgrading developed <ul style="list-style-type: none"> • Policy no 1: A policy on Social Facilitation developed • Policy no 2: A policy on Empowerment of designated groups developed
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, existing policies and programmes, sustainable development goals, international conventions and treaties, White Papers, legislation, regulations, court rulings, local, regional and international literature
Method of calculation /Assessment	Qualitative
Means of verification	Two (2) Policies on informal settlements upgrading developed Policy no 1: A policy on Social Facilitation developed <ul style="list-style-type: none"> • Draft policy on A policy on Social Facilitation developed (Q1) <ul style="list-style-type: none"> • SEIAS Report on a policy on Social Facilitation developed (Q2) • Consultation report on Report on A policy on Social Facilitation developed (Q3) • A policy on Social Facilitation developed (Q4) • Policy no 2: A policy on Empowerment of designated groups developed <ul style="list-style-type: none"> • Draft policy on Empowerment of designated groups developed (Q1) • SEIAS Report on Empowerment of designated groups developed (Q2) • Consultation report on Empowerment of designated groups developed (Q3) • A policy on Social Facilitation developed (Q4)
Assumptions	There will be sufficient Information, personnel, stakeholders available to support the research and policy development process

Disaggregation of Beneficiaries (where applicable)	The policies will be drafted such that it is sensitive to sector transformation. They have specific sections on gender issues and have detail on women, youth and persons with disabilities.
Spatial Transformation (where applicable)	The policies will be drafted such that they become sensitive to spatial transformation issues.
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly
Desired performance	Two (2) Policies on informal settlements upgrading developed <ul style="list-style-type: none"> • Draft policy on Social Facilitation developed (Q4) • A policy on Empowerment of designated groups developed (Q4)
Indicator responsibility	Programme Manager Informal Settlements Programme

Indicator title	Percentage of the budget allocated to entities owned by designated groups monitored
Definition	The indicator seeks to monitor the percentage of budget allocated to entities owned by designated groups. The analysis will be done after receiving reports from Provinces, Entities and Municipalities
Source of data	Reports from Provinces, Allocation letters, DORA reports, Reports from Entities and Provinces, National Treasury Supplier Database
Method of calculation/ assessment	Assessment of budget allocated per quarter in line with the directive.
Means of verification	40% of the budget allocated to entities owned by designated groups monitored
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	Budget allocated to entities owned by women, youth and Persons with Disabilities
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	40% of the budget allocated to entities owned by designated groups monitored
Indicator responsibility	Programme Manager: Informal Settlements Programme

Sub-Programme: Monitoring and Evaluation

Indicator title	Percentage of projects under implementation monitored
Definition	Percentage of projects under implementation funded through the ISUPG monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metropolitan Municipalities reports, and business plans
Method of calculation/ assessment	Number of projects monitored and verified divided by the Number of projects under implementation that incurred expenditure multiplied by 100 = % achieved
Means of verification	Quarterly report on Monitoring and Verification HSS, reports from the Provincial Department of Human Settlements and Metropolitan Municipalities, business plans, and oversight monitoring.
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify the reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Informal Settlements Programme

Indicator title	Number of evaluation studies conducted
Definition	Evaluation study measuring the impact of human settlements programmes and projects on the quality of lives for beneficiaries and their living environments. • I UISP baseline evaluation study completed
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Simple count of evaluation studies conducted
Means of verification	Data collection and analysis Q1 UISP finalised and published Report Q2 UISP report presentation and disseminated Q3 I UISP baseline evaluation study completed Q4
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries

Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Evaluation studies report with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Programme Manager: Informal Settlements Programme

Sub-Programme: Grant Management

Indicator Title	Number of quarterly financial performance analysis conducted on ISUPG
Definition	Collate and analyse quarterly ISUPG from Provinces and Metropolitan Municipalities on financial and non-financial performance reports on a monthly and quarterly basis. The submission dates for monthly and quarterly reports from Provinces and Metropolitan Municipalities are regulated in terms of the Division of Revenue Act.
Source of data	Data will be collected from monthly and quarterly reports from Provinces and Metropolitan Municipalities as well as business plans
Method of calculation /Assessment	Quantitative and qualitative (accuracy and reliability of expenditure data)
Means of verification	<p>Quarterly reports on the analysis of ISUPG of Provinces and Metropolitan Municipalities performance:</p> <p>Quarterly analysis of ISUPG for Provinces :</p> <p>Q1: 1 (1x 4th quarter) quarterly financial performance analysis conducted on ISUPG for Provinces (UISP Component)</p> <p>Q2: 1 (1x 1st quarter) quarterly financial performance analysis conducted on ISUPG for Provinces)</p> <p>Q3 : 1 (1x 2nd quarter) quarterly financial performance analysis conducted on ISUPG for Provinces</p> <p>Q4: 1 (x 3rd quarter) quarterly financial performance analysis conducted on ISUPG for Provinces</p> <p>Quarterly Analysis of ISUPG for Metropolitan Municipalities:</p> <p>Q1: 1 (1x 3rd quarter) quarterly financial performance analysis conducted on ISUPG for Metros (UISP Component)</p> <p>Q2: 1 (1x 4th quarter) quarterly financial performance analysis conducted on ISUPG for Metros (UISP Component)</p> <p>Q3: 1 (1x 1st quarter) quarterly financial performance analysis conducted on ISUPG for Metros</p> <p>Q4: 1 (1x 2nd quarter) quarterly financial performance analysis conducted on ISUPG for Metros</p>

Assumptions	Submitted monthly and quarterly reports signed by Provincial HODs and Provincial Treasuries or Accounting Officers of the Metropolitan Municipalities reflect accurate and reliable financial information.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Both cumulative and non-cumulative
Reporting cycle	Quarterly
Desired performance	Analysed quarterly financial performance of ISUPG. Provinces and Municipalities fully spend their allocations in line with business plans and set MTSF targets. Underspending and non-compliance not acceptable
Indicator responsibility	Programme Manager: Informal Settlements Programme

Sub-Programme: Capacity building and sector support

Indicator Title	Percentage implementation of the Human Settlements Capacity Assembly Programme (Informal Settlements Programme)
Definition	The indicator measures the activities undertaken in implementing the Capacity Assembly Programme in line with the Informal Settlements Programme as per the Capacity Assembly implementation plan
Source of data	The Sources of data are: <ul style="list-style-type: none"> • MTSF priorities • Informal Settlements Programme Plans • Capacity assessment reports • Annual reports of provinces, municipalities and entities • Capacity assembly Implementation Plan
Method of calculation /Assessment	Number of activities achieved per quarter divided by the total number of planned activities for the quarter multiplied by 100.
Means of Verification	<ul style="list-style-type: none"> • Quarterly progress report (Q1, Q2, Q3 & Q4). • Contracts of deployed professionals
Assumptions	<ul style="list-style-type: none"> • Cooperation from sector stakeholders • Complete, accurate, and timeous information. • Availability of human and financial resources
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Calculation type	Non-Cumulative
Desired reporting cycle	Quarterly
Desired performance	Capacitated Informal Settlements Programme
Indicator responsibility	Programme Manager: Informal Settlements Programme

Indicator title	Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP)
Definition	<p>The indicator measures the management of the consolidated national informal settlements upgrading programme delivery plan to upgrade informal settlements to Phase 3 of the Upgrading of Informal Settlements Programme:</p> <p>(a) Set Programme delivery targets/priorities (Q:3 and Q:4);</p> <p>(b) Guide planning to provinces and metros in respect of Provincial ISUPG (Q3 and Q4) and Metros ISUPG (Q:4 and Q:1) business plans;</p> <p>(c) Recommend funding approval for projects in provinces and metros business plans (Consolidate national informal settlements delivery plan) (Q:4) and</p> <p>Convene quarterly informal settlements upgrading forum and or programme oversight platform either visually or personally (Q: 1 to Q: 4).</p>
Source of data	9 Provincial and 8 Metros Business plans and programme performance reports
Method of calculation	Simple Count of informal settlements upgraded to Phase 3
Means of verification	Programme performance reports on the management of the national delivery plan
Assumptions	All Provinces and Metros will submit provincial and metropolitan business plans for analysis and consolidation into the National plan.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Informal settlements upgraded to Phase 3 and adequate housing in quality of living environments.
Indicator responsibility	Programme Manager: Informal Settlements Programme

4. Programme 4: Rental And Social Housing Programme

Sub-Programme: Policy and Research

Indicator title	Policy Framework on Rental Housing developed
Definition	<p>This framework will serve as a policy foundation for amending social/ rental legislation and create new rental programmes to be included in the Human Settlements Code.</p> <ul style="list-style-type: none"> • No target (Q1) • No target (Q2) • Socio-Economic Impact Assessment Report (SEIAS) on rental policy (Q3) • Policy framework on Rental Housing developed (Q4)
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, existing policies and programmes, Sustainable Development Goals, international conventions and treaties, white papers, legislation, regulations, court rulings, local, regional and international literature
Method of calculation/assessment	Policy framework on Rental Housing developed
Means of verification	<ul style="list-style-type: none"> • No target (Q1) • No target (Q2) • Socio-Economic Impact Assessment Report (SEIAS) on rental policy (Q3) • Policy framework on Rental Housing developed (Q4)
Assumptions	There will be sufficient information, personnel and stakeholders available to support the research and policy development process
Disaggregation of beneficiaries (where applicable)	The policy framework to be developed will include a section on Sector Transformation (Women, Youth and People with Disabilities)
Spatial transformation (where applicable)	The policy will include the principle of Universal designs
Calculation type	Non-cumulative (year-end)
Reporting cycle	Quarterly and Annually
Desired performance	Policy framework on Rental Housing developed
Indicator responsibility	Programme Manager Rental and Social Housing

Indicator title	Percentage of the budget allocated to entities owned by designated groups monitored
Definition	The indicator seeks to monitor the percentage of budget allocated to entities owned by designated groups. The analysis will be done after receiving reports from Provinces, Entities and Municipalities <ul style="list-style-type: none"> • 40% of the budget allocated to entities owned by designated groups monitored
Source of data	Reports from Provinces, Allocation letters, DORA reports, Reports from Entities and Provinces, National Treasury Supplier Database
Method of calculation/ assessment	Assessment of budget allocated per quarter in line with the directive.
Means of verification	40% of the budget allocated to entities owned by designated groups monitored (Q1 - Q4)
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	Budget allocated to entities owned by women, youth and Persons with Disabilities
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	40% of the budget allocated to entities owned by designated groups monitored
Indicator responsibility	Programme Manager Rental and Social Housing

Sub-Programme: Monitoring and Evaluation

Indicator title	Percentage of projects under implementation monitored in the Rental and Social Housing Programme
Definition	Percentage of projects under implementation monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information. The monitoring will be done on the delivery based on approved plans.
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metropolitan Municipalities reports, and business plans
Method of calculation/ assessment	Number of projects monitored and verified divided by the Number of projects under implementation that incurred expenditure multiplied by 100 = % achieved
Means of verification	Quarterly report on Monitoring and Verification HSS, reports from the Provincial Department of Human Settlements and Metropolitan Municipalities, business plans, and oversight monitoring.
Assumptions	Reliable and verifiable data will result in good decision making in the sector

Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

Indicator title	Number of evaluation studies completed
Definition	Evaluation study measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments : <ul style="list-style-type: none"> • Evaluation study on Rental Housing Tribunal
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries reports, articles, literature
Method of calculation	Simple count on evaluation studies conducted
Means of verification	Evaluations for Social and Rental Housing: <ul style="list-style-type: none"> • Inception report (Q1) • Literature review report (Q2) • Data collection (Q3) • Evaluation study completed on Rental Housing Tribunal (Q4)
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Annually
Desired performance	Evaluation studies report with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

Indicator title	Percentage of the budget allocated to entities owned by designated groups monitored
Definition	The indicator seeks to monitor the percentage of budget allocated to entities owned by designated groups. The analysis will be done after receiving reports from Provinces, Entities and Municipalities
Source of data	Reports from Provinces, Allocation letters, DORA reports, Reports from Entities and Provinces, National Treasury Supplier Database
Method of calculation/ assessment	Assessment of budget allocated per quarter in line with the directive. Budget allocated to designated groups/ Total Budget allocation X 100
Means of verification	Report on 40% of the budget allocated to entities owned by designated groups
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	Budget allocated to entities owned by women, youth and Persons with Disabilities
Spatial transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	40% of the budget allocated to entities owned by designated groups monitored
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

Sub-Programme: Public Entity Oversight (SHRA & NHFC)

Indicator Title	Percentage of entities programme performance monitored
Definition	<p>The purpose of the indicator is to provide for the monitoring of SHRA & NHFC's, performance. The Department will then be able to identify gaps that can be addressed through entity programme improvement plans or similar interventions, where required.</p> <p>The monitoring of performance will entail a detailed analysis of both the financial and the non-financial performance information as would be duly provided for in the quarterly performance reports as submitted to the Department. These would further be linked/aligned to the MTSF priorities that the said Entities' committed to on a quarterly and annual basis. Feedback will be provided to the entities following a comprehensive quarterly performance analysis. The feedback is critical in the overall sector performance of the Programme.</p>
Source of data	<p>The Sources of data are:</p> <ul style="list-style-type: none"> • MTSF priorities • APP of SHRA & NHFC (HSDB) • Quarterly reports of SHRA & NHFC (HSDB)
Method of calculation /Assessment	<p>Quarterly analysis report on the contribution of SHRA & NHFC (HSDB) to the Rental and Social Housing Programme.</p> <p>Percentage of entities performance monitored=</p> <p>Number of entities' performance targets monitored divided by</p> <p>Number of entities' performance targets planned multiply by 100</p>
Means of Verification	<p>Contribution by SHRA and NHFC (HSDB) to the Social and Rental Housing Programme based on the quarterly reports of the entities.</p> <p>A feedback letter and a quarterly analysis report on the monitoring performed.</p>
Assumptions	Cooperation from internal stakeholders and the public entities
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of of entities programme performance monitored
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

Sub-Programme: Capacity Building and Sector Support

Indicator Title	Percentage implementation of the Human Settlements Capacity Assembly Programme (Rental Housing Programme)
Definition	The indicator measures the activities undertaken in implementing the Human Settlements Capacity assembly programme in line with the Social and Rental Housing Programme as per the Approved Capacity Assembly implementation plan
Source of data	The sources of data are: <ul style="list-style-type: none"> • MTSF priorities • National Rental Housing Plans • Capacity assessment reports • Annual reports of provinces, municipalities and entities • Capacity Assembly Implementation Plan
Method of calculation /Assessment	Total number of activities achieved per quarter divided by the Total number of planned activities for the quarter as per the Capacity Assembly Implementation Plan x 100
Means of Verification	<ul style="list-style-type: none"> • Approved Capacity Assembly implementation plan (Q1) • Quarterly progress report (Q1, Q2, and Q3 & Q4).
Assumptions	<ul style="list-style-type: none"> • Cooperation from sector stakeholders • Complete, accurate, and timeous information. • Availability of human and financial resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non - cumulative
Reporting cycle	Quarterly
Desired performance	Capacity assembled for the implementation of the Affordable housing programme
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

5. Programme 5: Affordable Housing Programme

Sub-Programme: Policy and Research

Indicator title	Number of research reports on Affordable Housing completed
Definition	Research conducted to support policy development <ul style="list-style-type: none"> • Terms of Reference Developed and approved (Q1) • No target (Q2) • Inception Report (Q3) • One (1) research report on Affordable Housing completed: Feasibility of Mortgage Default Insurance (Q4)
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation reports, existing policies, Sustainable Development Goals, international conventions and treaties, programmes, white papers, legislation, regulations and court judgments
Method of calculation/assessment	Simple Count of research report
Means of verification	<ul style="list-style-type: none"> • Terms of Reference Developed and approved (Q1) • No target (Q2) • Inception Report (Q3) • One (1) research report on Affordable Housing completed: Feasibility of Mortgage Default Insurance (Q4)
Assumptions	Information, personnel, stakeholders are available
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually throughout the 2020 MTEF period
Desired performance	One (1) research report on Affordable Housing completed: Feasibility of Mortgage Default Insurance
Indicator responsibility	Programme Manager: Affordable Housing Programme

Indicator title	Number of policies on Affordable Housing developed:
Definition	<ul style="list-style-type: none"> • Problem statement Q1 • Draft policy Q2 • Socio-Economic Impact Assessment Survey Report Q3 • One policy on Affordable Housing developed Policy: Programmes for the Entities
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation reports, existing policies, Sustainable Development Goals, international conventions and treaties, programmes, white papers, legislation, regulations and court judgments
Method of calculation/assessment	Policy on Affordable Housing developed Policy: Programmes for the Entities
Means of verification	<ul style="list-style-type: none"> • Problem Statement Q1 • Draft policy Q2 • Socio-Economic Impact Assessment Survey Report Q3 • One policy on affordable Housing developed Policy: Programmes for the Entities (Q4)
Assumptions	Information, personnel, stakeholders are available
Disaggregation of beneficiaries (where applicable)	The policy will contain a specific section that addresses issues of sector transformation covering women, youth and Persons with disabilities.
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually throughout the 2020 MTEF period
Desired performance	One policy on affordable Housing developed Policy: Programmes for the Entities
Indicator responsibility	Programme Manager: Affordable Housing Programme

Indicator title	Percentage of the budget allocated to entities owned by designated groups monitored
Definition	<p>The indicator seeks to monitor the percentage of budget allocated to entities owned by designated groups. The analysis will be done after receiving reports from Provinces, Entities and Municipalities</p> <ul style="list-style-type: none"> • 40% of the budget allocated to entities owned by designated groups
Source of data	Reports from Provinces, Allocation letters, DORA reports, Reports from Entities and Provinces, National Treasury Supplier Database
Method of calculation/assessment	Assessment of budget allocated per quarter in line with the directive.
Means of verification	A report on the 40% of the budget allocated to entities owned by designated groups monitored (Q1-Q4)
Assumptions	Provinces will submit reports and systems of monitoring will be available

Disaggregation of beneficiaries (where applicable)	Budget allocated to entities owned by women, youth and Persons with Disabilities
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	40% of the budget allocated to entities owned by designated groups monitored
Indicator responsibility	Programme Manager: Affordable Housing Programme

Sub-Programme: Monitoring and Evaluation

Indicator title	Percentage of projects under implementation monitored in the Affordable Housing Programme
Definition	<p>Percentage of projects under implementation monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information.</p> <p>The monitoring will be done on the delivery based on approved plans.</p>
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metropolitan Municipalities reports, and business plans
Method of calculation/ assessment	Number of projects monitored and verified divided by the Number of projects under implementation that incurred expenditure multiplied by 100 = % achieved
Means of verification	<p>Quarterly report on Monitoring and Verification</p> <p>HSS, reports from the Provincial Department of Human Settlements and Metropolitan Municipalities, business plans, and oversight monitoring</p>
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Affordable Housing Programme

Indicator title	Number of evaluation studies completed
Definition	Evaluation studies measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments. • Implementation of FLISP Evaluation
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Simple count on the number of evaluations completed
Means of verification	Evaluation on FLISP Data collection and analysis Q1 FLISP finalised and published Report Q2 FLISP report presentation and disseminated Q3 Evaluation study completed on the Implementation of FLISP Evaluation Q4
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Evaluation studies report with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Programme Manager: Affordable Housing Programme

Sub-Programme: Public Entity Oversight (NHFC/HSDB)

Indicator Title	Percentage of entities programme performance monitored
Definition	<p>The purpose of the indicator is to provide for the monitoring of NHFC's, performance. The Department will then be able to identify gaps that can be addressed through entity programme improvement plans or similar interventions, where required.</p> <p>The monitoring of performance will entail a detailed analysis of both the financial and the non-financial performance information as would be duly provided for in the quarterly performance reports as submitted to the Department. These would further be linked/aligned to the MTSF priorities that the said entity committed to on a quarterly and annual basis.</p> <p>Feedback will be provided to the entity following a comprehensive quarterly performance analysis. The feedback is critical in the overall sector performance of the Programme.</p>
Source of data	<p>The Sources of data are:</p> <ul style="list-style-type: none"> • MTSF priorities • APP of the NHFC (HSDB) • Quarterly reports of the NHFC (HSDB)
Method of calculation/Assessment	<p>Quarterly analysis report on the contribution of the NHFC (HSDB) to the Affordable Housing Programme</p> <p>Percentage of entities performance monitored =</p> <p>Number of entities' performance targets monitored divided by</p> <p>Number of entities' performance targets planned multiply by 100</p>
Means of Verification	Contribution by the NHFC, to the Affordable Housing Programme, based on the quarterly reports of the entity.
Assumptions	Cooperation from internal stakeholders and the public entities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of of entities performance monitored
Indicator responsibility	Programme Manager Affordable Housing Programme

Sub-Programme: Grant Management

Indicator Title	Number of quarterly performance assessments on FLISP subsidies disbursed
Definition	FLISP subsidies disbursed monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports, NHFC reports and Provincial Business Plan
Method of calculation/Assessment	Quantitatively
Assumptions	Reliable reports from NHFC and provinces
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Desired performance	To monitor and verify all FLISP subsidies disbursed
Indicator responsibility	Programme Manager Affordable Housing Programme

Sub-Programme: Capacity Building and Sector Support

Indicator Title	Percentage implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing Programme)
Definition	The indicator measures the activities undertaken in implementing the Human Settlements Capacity assembly programme in line with the Affordable Housing Programme as per the Capacity Assembly implementation plan
Source of data	The sources of data are: <ul style="list-style-type: none"> • MTSF priorities • Affordable housing programme Plans • Capacity assessment reports • Annual reports of provinces, municipalities and entities • Capacity Assembly Implementation Plan
Method of calculation / Assessment	Total number of activities achieved per quarter divided by the Total number of planned activities for the quarter as per the Capacity Assembly Implementation Plan x 100
Means of Verification	<ul style="list-style-type: none"> • Quarterly progress report (Q1, Q2, Q3 & Q4). • Contracts of deployed professionals

Assumptions	<ul style="list-style-type: none"> • Cooperation from sector stakeholders • Complete, accurate, and timeous information. • Availability of human and financial resources
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non - cumulative
Reporting cycle	Quarterly
Desired performance	Capacity assembled for the implementation of the Affordable housing programme
Indicator responsibility	Programme Manager Affordable Housing Programme

Annexure A: Amendments to the Strategic Plan

In preparation for the development of the Departmental Corporate Plans (Revised 2020/25 Strategic Plan, 2021/22 Annual Performance Plan and 2021/22 Annual Operational Plan) and taking into account the effects of COVID-19, budget adjustments the Department undertook several initiatives. Those initiatives included but not limited to consultations with provinces, entities and internal consultation within the departmental programmes.

The Departmental strategic planning sessions were convened on the 21st and 22nd of October 2020, as well as on the 4th and 5th February 2021. Whereas the sector-wide Strategic Planning session was convened on the 24th February 2021.

The Department conducted various updates to the Strategic Plan to enhance the said plan and enhance alignment to the approved budget structure to enable the Department to execute its mandate and contribute to the achievement of Government priorities as envisaged in the Medium Term Strategic Framework.

The amendments and updates included amongst other things rephrasing of outcome indicators, rephrasing of five-year targets per programme and strengthening the Technical Indicator Descriptions to ensure proper planning.

Annexure B: Conditional Grants

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
I Human Settlements Development Grant	<ul style="list-style-type: none"> To provide funding for the progressive realisation of access to adequate housing through the creation of sustainable and integrated human settlements To provide funding to facilitate a programmatic and inclusive approach to upgrading informal settlements 	<ul style="list-style-type: none"> Number of housing opportunities created may include the following: <ul style="list-style-type: none"> Number of residential units delivered in relevant housing programmes Number of serviced sites delivered in relevant housing programmes Number of households in informal settlements provided with access to basic services Number of informal settlements upgraded in situ and/or relocated Number of title deeds registered to beneficiaries post 31 March 2014 Hectares well-located land acquired for the development of housing opportunities Hectares of well-located acquired (and zoned) Number of socio-economic amenities delivered in human settlements Number of integrated residential development projects planned, approved, funded and implemented Number of title deeds registered in favour of government subsidised housing (pre-1994) and post -1994) for projects completed by 31 March 2014 Number of township registers opened in respect of pre and post 1994 Title Deeds Backlog Number of beneficiaries confirmed as legitimate in registered townships in respect of pre and post 1994 Title Deeds Backlog Number of ownership disputes resolved in respect of pre and post-1994 Title Deeds Backlog 	14 892 292	This is a long-term grant as the government must assist the poor with the provision of human settlements in terms of the Constitution

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		UISP <ul style="list-style-type: none"> • Programmatic province-wide informal settlements upgrading strategy • Number of approved individual informal settlements upgrading plans prepared to utilise the National Upgrading Support Programme (NUSP) • Number of social compacts concluded with communities and/or community resource organisations outlining their role in the upgrading process • Number of informal settlements designated for upgrading in terms of the Municipal Spatial Development Framework (SDF) and Spatial Planning and Land Use Management Act and municipal by-laws enacted in this regard • Number of approved individual informal settlements upgrading plans prepared utilising the National Upgrading Support Programme (NUSP) or similar approaches • Number of households provided with secure tenure • Number of households provided with individual municipal engineering services (water services, sanitation solutions and electricity) • Number of informal settlements provided with interim and permanent municipal engineering services • Number of households benefited by interim services 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
2 Urban Settlements Development Grant	<ul style="list-style-type: none"> To supplement the capital revenues of metros, to implement infrastructure projects that promote equitable, integrated, productive, inclusive and sustainable urban development To provide funding to facilitate a programmatic, inclusive and municipality-wide approach to the upgrading of informal settlements 	<p>The following outputs should be funded by the grant to support the improvement of the overall built environment:</p> <ul style="list-style-type: none"> • Increase in bulk and link infrastructure • Construction/provision of internal engineering services • Increase in the number of serviced sites • Increase in the provision of individual connections • Increase in land provision for informal settlement upgrading subsidised housing or mixed-use developments in support of approved human settlements and other urban developments • Increase in access to public and socio-economic amenities • Increase in the number of interim basic services 	10 181 871	The grant will continue until 2022/23, subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		UISP <ul style="list-style-type: none"> • Programmatic municipality-wide informal settlements upgrading strategy • Number of approved individual informal settlements upgrading plans utilizing the National Upgrading Support Programme • Number of Sustainable Livelihoods Plans developed • Number of social compacts concluded with communities outlining their role in the upgrading process • Number of informal settlements designated for upgrading in terms of the Municipal Spatial Development Framework and Spatial Planning and Land Use Management Act and by-laws enacted in this regard • Number of approved upgrading plans implemented • Number of households provided with secure tenure • Number of households provided with individual municipal engineering services (water services, sanitation solutions and electricity – grid and non-grid) • Number of informal settlements provided with interim and permanent municipal engineering services (public lighting, roads, stormwater, refuse removal and bulk connections for water, sanitation and electricity) 		
3 Title Deeds Restoration Grant	To provide funding for clearing the pre-2014 title deeds registration backlog	<ul style="list-style-type: none"> • Number of title deeds registered in favour of beneficiaries of government subsidised housing (pre-1994 and post-1994) for projects completed by 31 March 2014 • Number of township registers opened • Number of beneficiaries confirmed as legitimate in registered townships • Number of ownership disputes resolved 	200 000	The grant will end at end of 2020/21 (Title deeds are funded as part of the Human Settlements Development Grant)

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
4 Provincial Emergency Housing Grant	<ul style="list-style-type: none"> To provide funding to provinces for the provision of temporary shelter assistance to households affected by disasters or a housing emergency To provide funding to provinces to repair the damage to housing for low-income households following a disaster or housing emergency if the costs of repairs are less than the cost of relocation and provision of temporary shelter 	<p>Emergency and short term assistance to households affected and/or impacted by disasters, through:</p> <ul style="list-style-type: none"> Provision of temporary shelter Temporary relocation of households to safer accommodation and/or shelter Repairs to damaged houses following a disaster 	672 722	The grant is expected to continue over the medium term, subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
5 Municipal Emergency Housing Grant	<ul style="list-style-type: none"> To provide funding to municipalities for the provision of temporary shelter assistance to households affected by disasters or a housing emergency To provide funding to municipalities to repair the damage to housing for low-income households following a disaster or housing emergency if the costs of repairs are less than the cost of relocation and provision of temporary shelter 	<p>Emergency and short term assistance to households affected and/or impacted by disasters, through:</p> <ul style="list-style-type: none"> Provision of temporary shelter Temporary relocation of households to safer accommodation and/or shelter Repairs to damaged houses following a disaster 	158 792	The grant is expected to continue over the medium term, subject to review

Annexure C: Consolidated Indicators

These targets are implemented by implementing agents (metros, provincial governments and departmental entities). Performance information will have to be signed off regarding accuracy and correctness by HOD or City Manager (provinces and metros) or Chairperson of the Board for an entity.

Institution	Output Indicator	Annual Target	5-Year Target	Data Source
National Department	Number of integrated implementation plans for PDAs completed	47 plans	94 plans	National Department
Provinces	Number of BNG houses delivered (number of houses, i.e. units delivered through subsidy programme)	52 405	470 000	Provinces
	Number of serviced sites delivered	39 664 (HSDG) 55 000 (USDG)	300 000	
	Number of CRUs delivered	975	12 000	
	Number of informal settlements upgraded to p=Phase 3 of the informal settlements upgrading programme	130	1 500	
	Number of title deeds registered	38 528	1 193 222	
	Number of pre-1994 title deeds registered	5 644	45 535	
	Number of post-1994 title deeds registered	20 758	500 845	
	Total pre-2014		546 380	
	Number of post-2014 title deeds registered	5 393	346 842	
	Number of new title deeds registered (new MTSP)	6 733	300 000	
	Total post-2014		646 842	
NHFC	Number of household with access to subsidies offered through FLISP (number of housing units delivered through FLISP)	5762	20 000	NHFC
HDA	% of acquired land re-zoned	30%	19 962.2 ha	HDA
SHRA	Number of social housing/ rental units delivered	3500	30 000	SHRA

Annexure D: District Development Model

The 6th Administration is focusing on building a coherent State that can enable inclusive economic growth, spatial transformation, strategic infrastructure investment and reliable service delivery for all through the District Development Model. The model is adopted as one of the instruments that will ensure an integrated coordinated implementation programme and approach for the government. The District Development Model has been approved by government structures, including Cabinet to integrate service delivery that will be more practical, achievable, implementable, measurable and aligned to the key priorities of the government. The model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan municipalities by all three spheres of government resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the 'landing strip' for all government programmes. One Plan is meant to be an integrated Single Government Plan that reflects and expresses clear investments and commitments from all spheres on how to respond to the socio-economic realities of the 52 spaces.

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