

REVISED STRATEGIC PLAN

2020- 2025



human settlements

Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA



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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 perspective, looking down at the rooftops and streets. A thick, solid green diagonal line runs from the top-left corner towards the bottom-right corner, bisecting the image. The background is a light, neutral tone.

REVISED STRATEGIC PLAN 2020 - 2025



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

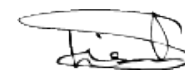
communities which will include establishing Property Transactional Support Centres in all Municipalities. Property Transactional Centres are key to provide information on housing development, trading as well as technical support required. The spatial targeting will continue as an intervention to drive 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 Strategic Plan:

- Was developed by the management of the Department of Human Settlements under the guidance of **Lindiwe Nonceba Sisulu, MP**
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Human Settlements is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Human Settlements will endeavour to achieve over the period 2020 to 2025.

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

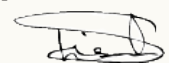
Signature: 

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

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

NURCHA: National Urban Reconstruction and Housing Agency

PFMA: Public Finance Management Act

PIE: Prevention of Illegal Eviction and Unlawful Occupation of Land Act

PLM: Project Level Monitoring

PFMA: Public Finance Management Act

PIE: Prevention of Illegal Eviction and Unlawful Occupation of Land Act

PLM: Project Level Monitoring

PPMU: Programme and Project Management Unit

PPRA: Property Practitioners Regulatory Authority

RHLF: Rural Housing Loan Fund (RHLF)

RSA: Republic of South Africa

SA: South Africa

SANS: South African National Standards

SHIs: Social Housing Institutions

SHRA: Social Housing Regulatory Authority

SOP: Standard Operating Procedure

SPLUMA: Spatial Planning and Land Use Management Act

Stats SA: Statistics South Africa

TRG: Title Restoration Grant

TID: Technical Indicator Description

UISP: Upgrading of Informal Settlements Programme

UISG: Upgrading of Informal Settlements Grant

USDG: Urban Settlements Development Grant

ZACC: South African Constitutional Court

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Part A:
Our Mandate

Part A: Our Mandate

1. Constitutional Mandate

The mandate of the Department emanates from Section 26 of the RSA Constitution, which provides that everyone has the right to *have access to adequate housing*. The state must *take reasonable legislative* and other measures, within its available resources, to achieve the progressive realisation of this right and no one *may be evicted* from their home, or have their home demolished, without an order of the court. Furthermore, the Constitution provide the legislative framework for the institutional arrangements used in the development of sustainable human settlements:

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

2. Legislative and Policy Mandates

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.

3. Institutional Policies and Mandates

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 plan 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, inter alia, the establishment of a transformation fund and a research centre on transformation

Policy or Legislation	Purpose
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
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.

4. 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 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.

- 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.



Part B:
Our Strategic Focus

Part B: Our Strategic Focus

1. Vision

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

2. Mission

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

3. Values

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

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 settlements 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 for the vulnerable and special groups
- 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. 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
<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

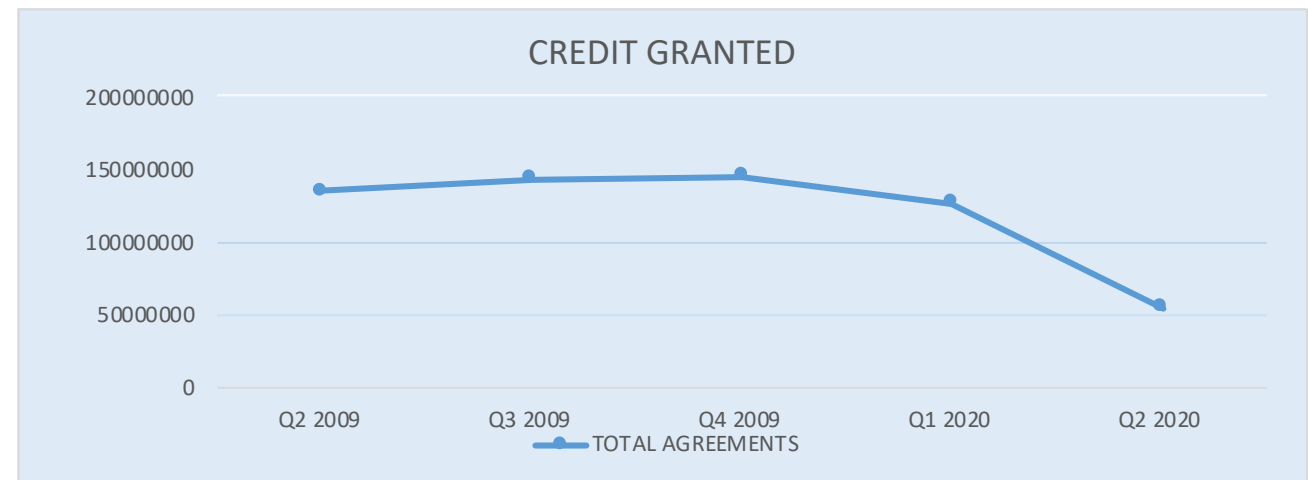
The economy is expected to grow by 0.9% and to rebound to 5.5% in 2021 before moderating slightly to 4.2% in 2022 according to the National Treasury. The revenue overrun is expected at R99.6bn for this fiscal year (2020/21), with revenue collections now estimated at R1.363tr, but still well below the 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.

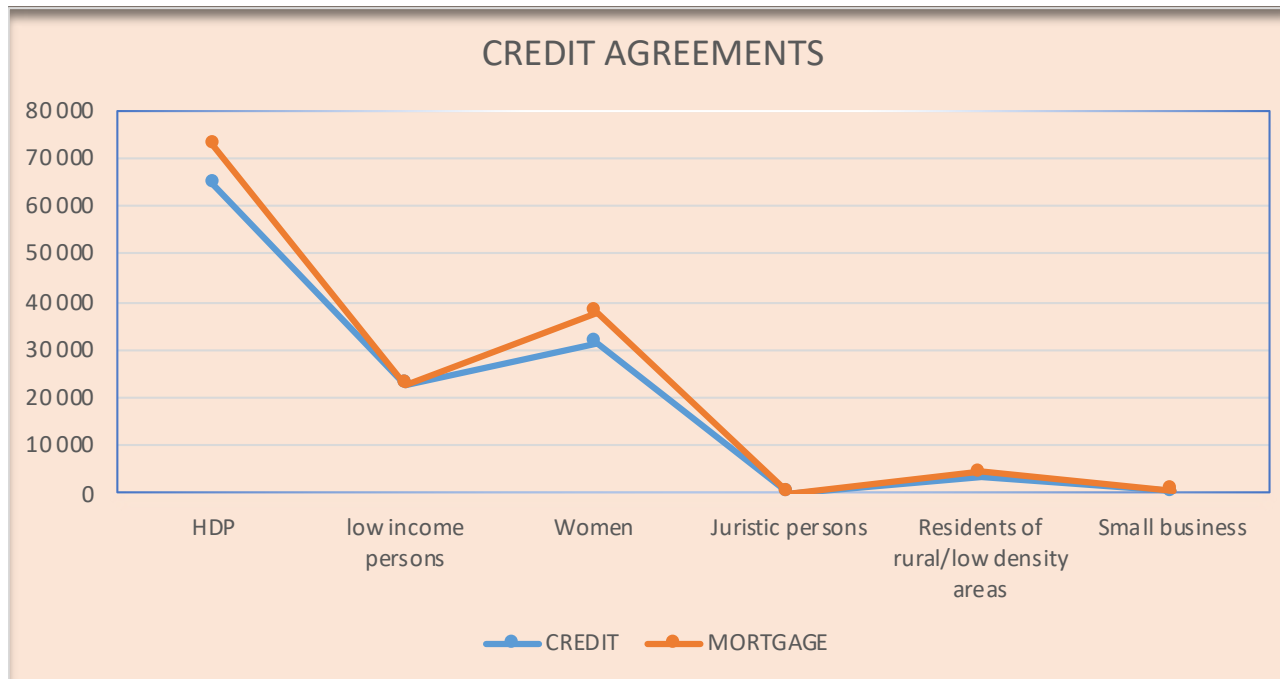
Affordable Housing Market Trends

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 develop-

ment 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 MTSF. 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	
<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)WYouth, 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 formations, 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 implement-

ers 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.

An aerial, isometric-style illustration of a city neighborhood, showing a mix of residential buildings, including single-family homes and multi-story apartment complexes. The scene is viewed from an elevated angle, looking down at the rooftops and streets. A prominent, thick, dark green diagonal line runs from the top-left corner towards the bottom-right corner, bisecting the image. The background is a light, neutral tone.

Part C: **Measuring Our Performance**

Part C: Measuring Our Performance

I. Institutional Performance Information

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

MTSF Five Year Targets

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

2. Impact Statements

Impact Statement	A spatially transformed integrated Human Settlements that ensure access to social services and economic opportunities in cities, regions and rural areas.
OUTCOMES	<ul style="list-style-type: none"> • Adequate housing and improved quality living environments • Spatial transformation through multi-programme integration in priority development areas • Security of Tenure • Functional, Efficient and integrated Government

3. Measuring our outcomes

Programme I: Administration

MTSF Priority I	A capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five Year Target
Functional, efficient and integrated government	Unqualified audit opinion with no material findings	Unqualified audit opinion with matters of emphasis on predetermined objectives	Unqualified audit opinion with no material findings

3.1 Explanation of planned performance over the five-year planning period

The contribution of the administration Programme in the Departments is through the provision of effective and efficient administrative services to the line function to implement policies and programmes geared to delivering sustainable human settlements. The choice of the outcomes in Programme One (I) is based on the promotion of good governance within the Department. Good corporate governance is a foundation for efficient and effective service delivery. The achievement of an unqualified audit opinion with no material findings is an indication of effective and efficient internal controls employed by the Department in the daily operation of its activities. This provides confidence in not only

the processes and systems used but also mainly in the management of the performance environment at large.

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

This would entail the adjustment of the organisation's structure in support of the strategy. Positioning the entities to support the strategy and implement the required institutional arrangements and institutional structures to implement the strategy.

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

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme

MTSF Priority 5		• Spatial Integration, Human settlements and local government	
Outcome	Outcome Indicator	Baseline	Five-year target
Sub Programme: Macro Sector Planning			
Spatial transformation through multi-programme integration in priority development areas	Number of Integrated implementation programme in PDAs developed	New Target	94 implementation programmes for PDAs developed.
Security of Tenure	Number of title deeds registered	41 841 title deeds verified	1 193 222 title deeds registered
Sub-Programme: Macro-Policy and Research			
Adequate Housing and improved quality living environments	Enabling policies and programmes developed	Policy framework for Human Settlements reviewed	Policy Foundation for Human Settlements enhanced
	Participation of the designated group into the business of human settlements sector	18% budget allocated to designated	40% of the Budget allocated to entities owned by the designated group monitored
Sub-Programme: Monitoring and Evaluation			
Adequate Housing and improved quality living environments	Percentage of projects under implementation monitored (HSDG and USDG)	Projects under implementation monitored(HSDG and USDG)	100% Projects under implementation monitored (HSDG and USDG)
Sub-Programme : Entities Oversight (HDA, CSOS, EAAB,NHBRC)			
Adequate housing and improved quality living environments	Percentage of entities performance monitored	New target	100% of entities programme performance monitored
Sub-Programme : Grant Management (HSDG & USDG)			
Adequate housing and improved quality living environments	Number of performance assessments on human settlements grants conducted	12 quarterly performance assessments conducted on human settlements grants (HSDG, USDG & TRG)	52 performance assessments on human settlements grants conducted
	Revised Finance and Funding Model developed	Finance and funding model assessed	Revised Finance and Funding Model developed
Sub-Programme: Capacity building and Sector Support (PMU& Title Deeds Programme)			
Adequate housing and improved quality living environments	Percentage implementation of the Human Settlements capacity assembly programme (IHSPDP)	Human Settlements Sector Capacity Strategy developed	100 % Implementation of the Human Settlements Capacity assembly programme (IHSPDP)

Explanation of planned performance over the five-year planning period

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

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

the title deeds registration backlog and issue the title deed to qualifying beneficiaries. During the current MTSF Period, the Department plans to monitor and report the delivery of about 470 000 housing units, 300 000 serviced sites annum and other related suitable housing typologies as listed in the Housing Code.

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

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

Settlement Development Grant, Urban Settlement Development Grant, Consolidated Capital Grant, Finance Linked Individual Subsidies, etc. to provinces and metropolitan municipalities.

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

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

PROGRAMME 3: Informal Settlements Programme

MTSF Priority 5	Spatial Integration, Human Settlements and local government		
Outcome	Outcome Indicator	Baseline	Five-year target
Sub-Programme: Policy and Research			
Adequate Housing and improved quality living environments	Enabling policies and Programmes developed	Policy framework for Human Settlements reviewed	Human Settlements Code:Volume informal settlements upgrading programmes developed
	Participation of the designated group into the business of human settlements sector	18% budget allocated to designated	40% of the Budget allocated to entities owned by designated groups monitored
Sub-Programme: Monitoring and Evaluation			
Adequate Housing and improved quality living environments	Percentage of projects under implementation monitored (UISP)	Projects under implementation monitored and verified	100% of projects under implementation monitored (UISP)
	Number of evaluation studies completed	Baseline Assessment for Future Impact Evaluation of Informal Settlements Targeted for Upgrading (UISP)	2 evaluation studies completed UISP Baseline Evaluation ISUPG Design and Implementation
Sub-Programme : Grant Management (ISUPG, Emergency Housing)			
Adequate housing and improved quality living environments	Number of Financial performance assessments on ISUPG conducted	New target	24 financial performance assessments on ISUPG conducted
Sub-Programme : Capacity building and Sector Support (NUSP)			
Adequate housing and improved quality living environments	Percentage implementation of the Human Settlements capacity assembly programme (Informal Settlements Programme)	Human Settlements Sector Capacity Strategy developed	100 % Implementation of the Human Settlements Capacity assembly programme (Informal Settlements Programme)
Adequate housing and improved quality living environments	Number of Informal settlements upgraded to Phase 3 of UISP	9 provinces and 8 metropolitan municipalities were supported on the implementation of the informal settlements upgrading programme	1 500 Informal Settlements Upgraded to Phase 3 of UISP.

Explanation of planned performance over the five-year planning 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. There are approximately 3400 informal settlements in South Africa. These settlements have been categorised with a substantial number of settlements located on land that is not suitable for housing and human settlements development. The baseline assessment for a future impact evaluation study of informal settlements recommended that: the policy programme on UISP be revised; funding for UISP be increased; the programme must involve a range of stakeholders, including grassroots organizations, private developers, all tiers of government, relevant agencies and various sector Departments, especially the Departments that deal with land, agriculture and social development.

As part of addressing priority 5 which spatial integration, human settlements and local government, the Department is planning to conduct research, revise policies, 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 Settle-

ments Departments and municipalities, and advise that a percentage of the budget be allocated to designated groups and investments 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. The Department is planning to ensure that the universal design principle is used to address the needs of vulnerable groups, especially people with disabilities.

The Department is also planning to develop a Capacity Building Programme to support the implementation of the UISP. There is a substantial number of capacity building programmes that will have to be consolidated to support the implementation of informal settlements. The sector intends to rationalise all steps that are involved in the process of upgrading informal settlements. 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 munic-

ipalities about key outputs that can be funded. 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.

PROGRAMME 4: Rental and Social Housing Programme

MTSF priority 1&5		• Spatial Integration, Human settlements and local government	
Outcome	Outcome Indicator	Baseline	Five-year target
Sub-Programme: Policy and Research			
Adequate housing and improved quality living environments	Enabling Policies and Programmes developed	Policy framework for Human Settlements reviewed	Human Settlements Code: Volume Social and rental programmes developed
	Participation of the designated group into the business of human settlements sector	18% budget allocated to women-owned entities	40% of the budget allocated to entities owned by designated groups monitored
	National Rental Programme Plan monitored (CCG, HSDG and USDG)	Rental Projects under implementation monitored	National Rental Programme Plan monitored <ul style="list-style-type: none"> • 100% CRU Units • 100% Social Housing Units • 100 % of Debt or equity funding, • 100% CCG, • 100% HSDG and • 100% USDG
Sub-Programme: Monitoring and Evaluation			
Adequate housing and improved quality living environments	Percentage of projects under implementation monitored in the Rental and Social Housing Programme	Rental Projects under implementation monitored	100% of projects under implementation monitored in the Rental and Social Housing Programme
	Number of Evaluation studies completed.	Impact and Implementation Evaluation of the Social Housing Programme (SHP)	2 evaluation study completed: Rental Housing Tribunal Social Housing Programme
Sub-Programme: Public Entity Oversight(SHRA)			
Adequate housing and improved quality living environments	Percentage of entities programme performance monitored.	New Target	100% of entities programme performance monitored
Sub-Programme: Capacity Building and Sector Support			
Adequate housing and improved quality living environments	Percentage implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing)	Human Settlements Sector Capacity Strategy developed	100 % Implementation of the Human Settlements Capacity Assembly Programme (Rental and Social Housing)

Explanation of Planned Performance over the five-year planning 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. The Department is planning to develop a policy to begin the process of amending legislation and develop new programmes.

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. 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. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the HSG, USG and CCG after receiving and analysing cash flows

and advising entities and provinces about these cash flows. 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.

PROGRAMME 5: Affordable Housing Programme

MTSF priority 1&5	<ul style="list-style-type: none"> • A Capable, Ethical and Developmental State • Spatial Integration, Human settlements and local government 		
Outcome	Outcome Indicator	Baseline	Five-year target
Sub-Programme: Policy and Research			
Adequate housing and improved quality living environments	Enabling policies and Programmes developed	Policy framework for Human Settlements reviewed	Human Settlements Code: Volume Affordable housing programme developed
	Participation of the designated group into the business of human settlements sector	18% budget allocated to designated	40% of the budget allocated to entities owned by designated groups monitored
Sub Programme: Monitoring and Evaluation			
Adequate housing and improved quality living environments	Number of evaluation studies completed	Impact Evaluation of the Government's approach to Affordable Housing	2 evaluation studies completed Implementation evaluation of FLISP. Evaluation contribution of the human settlements sector to transformation
	Percentage of projects under implementation monitored in the Affordable Housing Programme	Projects under implementation monitored and verified	100% of projects under implementation monitored in the Affordable Housing Programme
Sub-Programme: Public Entity Oversight(NHFC/ HSDB)			
Adequate housing and improved quality living environments	Percentage of entities programme performance monitored	New Target	100% of entities programme performance monitored
Sub-Programme: Grant Management			
Adequate housing and improved quality living environments	Number of quarterly performance assessment reports FLISP subsidies disbursed monitored	4 quarterly performance assessments on the number of households that received financial assistance and purchased units through FLISP	20 quarterly performance assessments reports on FLISP subsidies disbursed monitored.
Sub-Programme: Capacity building and Sector Support			
Adequate housing and improved quality living environments	Percentage implementation of the Human Settlements Capacity Assembly Programme (Affordable Housing)	Human Settlements Sector Capacity Strategy developed	100 % Implementation of the Human Settlements Capacity assembly Programme (Affordable Housing)

Explanation of Planned Performance over the five-year planning period.

Affordable Housing Programme is one of the programmes of the Department that caters for low to medium-income earners. The approval of policy enhancements was done in July 2018 following a robust discussion at the meeting of the Human Settlement Forum. The policy enhancements amongst others included the increase in the FLISP subsidy quantum, the amendment of the income bands to cater for people that earn between R3500 to R22 000 and also expand the Programme to cover non-mortgage options including the use of pension schemes and alignment of FLISP with the Government Employee Pensions Scheme (GEHS), implementation of FLISP in the Provincial led Integrated Residential Development Programme projects and appointing the National Housing Finance Cooperation as an implementing agency for the delivery of the Programme.

The Department is planning to develop a FLISP guideline that will guide Provinces and remodel the front end and back end operations of the FLISP and create a seamless implementation process that will enable FLISP to interface with GEHS, EAH and sector partners. These guidelines assist the sector to significantly reduce the turnaround time for implementing the FLISP. The Department through the

policy consultative process is planning to play a facilitative role by convening ongoing engagements between the Department, NHFC and DPSA to enable GEHS interface with FLISP.

During the current MTSF Period, the Department plans to monitor and report about the delivery of about 20 000 FLISP units. There has been translated into monitoring and reporting about the delivering of 4000 FLISP units per annum. The reporting will cover the budgets and projects allocated to women-owned companies, training and jobs allocated to youth and housing units allocated to persons with disabilities. The Department is planning to monitor and report about the use of the universal design principle and compliance with part S of the National Building Regulations Standards to address the needs of the vulnerable groups especially people with disabilities.

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

The Department is also planning to implement a capacity building programme

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

4. Key Risks and Mitigations

Outcomes	Key Risks	Risk 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 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 the 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

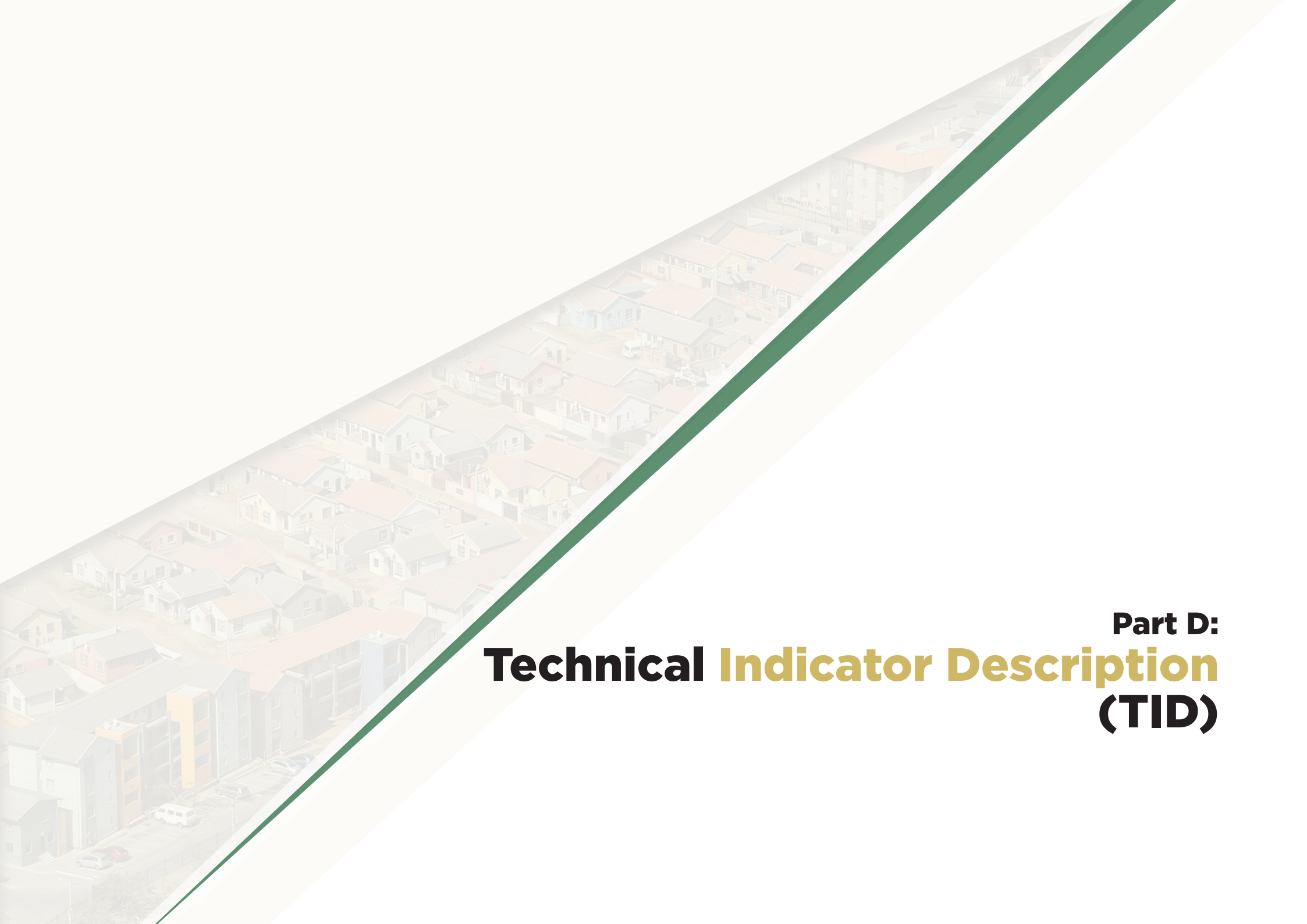
Outcomes	Key Risks	Risk Mitigation Measures
Spatial transformation through multi-programme integration in PDAs	Lack of spatial targeting for human settlements investments	Declare priority areas and direct the Human Settlements Grant
Security of tenure	Incomplete township establishment	Limit house construction to projects with approved township registers.
Functional, efficient and integrated government	Adverse Audit Opinion	<ul style="list-style-type: none"> • Implementation of Departmental Internal Control systems for improved performance management. • Implementation and monitoring of the audit action plan.

5. Public Entities

Name of Public Entity	Mandate	Outcomes
Community Schemes Ombud Services (CSOS)	The CSOS was established in June 2011 in terms of the Community Schemes Ombud Service Act, 2011 (Act No. 9 of 2011). The mandate of the CSOS is: to develop and provide dispute resolution for community schemes; provide training for conciliators, adjudicators and other employees of CSOS; regulate, monitor and control the quality of schemes' governance documentation; and take custody of, preserve and provide public access electronically or by other means to schemes' governance documentation	<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
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 income households and Previously Disadvantaged Individuals in the housing market
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

Name of Public Entity	Mandate	Outcomes
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

Name of Public Entity	Mandate	Outcomes
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
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



Part D:
Technical Indicator Description
(TID)

Part D: Technical Indicator Description (TID)

PROGRAMME 1: Administration

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, reports on predetermined objectives, documented business processes/ standard operating procedures (SOPs), annual audit plan and risk management plan, Internal Audit Report, Annual Performance Report and previous AG Report.
Method of calculation/Assessment	Adherence to legislative frameworks, systems and controls put in place and implemented
Assumptions	Adequate budget approved
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Desired performance	Financial statements free from material errors and misstatements
Indicator responsibility	Programme Manager:Administration

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme

Indicator title	Number of Integrated implementation programme in PDAs developed
Definition	A description of the support rendered for human settlements planning within declared priority housing development areas (PDAs)
Source of data	National, provincial and municipal Spatial Plans (SDFs, IDPs, SPLUMA, sector plans), HS entities' strategic and annual plans (HDA, SHRA, NHFC), information from human settlements planning forums
Method of calculation/assessment	Simple count
Assumptions	Availability of reliable and credible information to support the declaration of a PDA. Cooperation from stakeholders.

Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	yes
Desired performance	Sustainable and integrated human settlements and improved quality of household life
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development.

Indicator title	Number of title deeds registered
Definition	Provincial departments supported to register 1 193 222 title deeds in respect of state-subsidized properties.
Source of data	Provincial TRG business plans, provincial Departments of Human Settlements – DORA Reports, reports from delivery facilitators deployed in 5 provinces (EC, KZN, LP, MPM, NW) until 2021 Deeds Registry-based records National Title Restoration Grant Business Plan, including the assessment report submitted for approval (in quarter 4 only); Quarterly reports on the support provided to provincial departments towards the delivery of business plan output
Method of calculation/ assessment	Qualitative: Reports on the support provided Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Assumptions	Human settlements projects will benefit approved beneficiaries, as per the approved provincial beneficiary list.
Disaggregation of beneficiaries (where applicable)	Yes
Spatial transformation (where applicable)	n/a
Desired performance	Actual performance that equals targeted performance is desirable
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development.

Indicator title	Enabling policies and programmes developed
Definition	<p>Enabling policies and programmes refer to macro policies and policy programmes that would enable the implementation and achievement of integrated human settlements planning and development programmes. Programmes cover all prescripts and guidelines that will be included in the Housing/ Human Settlements Code whilst the policy framework will cover macro issues, principles and policy statements that may later be used to craft programmes or amend legislation. Examples of macro policies would be white papers, green papers and policy frameworks to amend existing legislation:</p> <ul style="list-style-type: none"> • Policy Foundation for Human Settlements enhanced
Source of data	Existing policies, Sustainable Development Goals, other sector policies, research reports, evaluation reports, policy position papers, DPME Evidence Map, programme performance appraisals and market activity appraisals
Method of calculation/ assessment	Policy Foundation for Human Settlements developed
Assumptions	<p>Clear policy priorities/ directives and direction from the executive</p> <p>Research reports, evaluation reports, position papers and other information is available</p> <p>Sufficient capacity to research, develop, consult, and approve policies and programmes</p> <p>Provinces, municipalities, entities and other stakeholders are available for policy consultation</p>
Disaggregation of beneficiaries (where applicable)	The policies and programmes will be drafted such that there is a specific section that deals with issues of women, youth and persons with disabilities.
Spatial transformation (where applicable)	All policies and programmes are developed to spatially target all settlements, including the 94 priority housing areas and make an impact on spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	<ul style="list-style-type: none"> • Policy Foundation for Human Settlements enhanced
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development.

Indicator title	Participation of the designated group into the business of human settlements sector
Definition	<p>The indicator seeks to ensure that designated groups mainly women, youth and people with disabilities meaningfully participate in the business of the human settlements sector. A key target is the report on 40% of the budget of the human settlement allocated to entities owned by designated groups is monitored. Provinces, as well as municipalities that receive grant from the Department of Human Settlements, submit a report of performance quarterly on this target for analysis and verification.</p> <ul style="list-style-type: none"> • Report on 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	<p>Qualitative:</p> <ul style="list-style-type: none"> • Report on 40% of the budget allocated to entities owned by designated groups monitored
Means of verification	Ownership status for the designated group is assessed against the share ownership status in the entity that received the allocation tender awards. Letter of appointment is therefore requested as a measure to ascertain that the awards did take place.
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	Number of entities owned by designated groups allocated budgets
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Report on 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 and 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 Metropolitan Municipalities 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
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
Desired performance	To monitor and verify the reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Entity Oversight

Indicator title	Percentage of entities programme performance monitored
Definition	<p>The purpose of the indicator is to monitor the performance of HDA, NHBRC, NHFC (HSDB), EAAB (PPRA) and CSOS and improving the overall performance of the Integrated Human Settlements Planning and Development Programme. 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.</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 HDA, NHBRC, NHFC (HSDB), CSOS and EAAB (PPRA) • Annual reports of HDA, NHBRC, NHFC (HSDB), CSOS and EAAB (PPRA)
Method of calculation or assessment	<p>Annual analysis report on the contribution of the HDA, NHBRC, NHFC (HSDB), CSOS and EAAB (PPRA) to the Integrated Human Settlements Planning and Development Programme:</p> <p>Percentage of entities performance monitored =</p> <p>Number of entities performance targets monitored divided by</p> <p>Number of performance targets planned multiply by 100</p>
Assumptions	Cooperation from internal stakeholders and entities
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Desired performance	100% of entities programme performance monitored
Indicator responsibility	Programme Manager: Integrated Human Settlements Planning and Development

Sub-Programme: Grant Management

Indicator Title	Number of Performance assessments on human settlements grants conducted (HSDG & USDG)
Definition	Collate and assess 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)
Assumptions	Submitted monthly and quarterly reports signed by Provincial HOD and Provincial Treasury
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Assessed 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

Indicator Title	Revised Finance and Funding Model developed
Definition	Conduct literature review, analyse the current funding model and draft a discussion document Engage relevant stakeholders and incorporate inputs received Draw up the terms of references Draft Finance and Funding model for approval
Source of data	Data will be collected from different stakeholders and this includes the National Treasury, Department of Human settlements, related units within the department, best international practices, Provinces and Municipalities.
Method of calculation/Assessment	Revised finance and funding model developed
Assumptions	Reliable data to inform the revision of the finance and funding model
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Desired performance	Approved Revised finance and funding model
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 (Integrated Human Settlements Planning and Development Programme)
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	Total number of activities achieved divided by the total number of planned activities as per the Capacity Assembly Implementation Plan x 100
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
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	Enabling policies and programmes developed
Definition	<p>Enabling policies and programmes refer to macro policies and policy programmes that would be developed and included in the human Settlements Code and Macro policy foundation for Housing and Human Settlements. The policies if approved will enable the implementation and achievement of the informal settlements upgrading programme. Programmes cover all prescripts and guidelines that will be included in the Housing/ Human Settlements Code whilst the policy framework will cover macro issues, principles and policy statements that may later be used to craft programmes or amend legislation. Examples of macro policies would be white papers, green papers and policy frameworks to amend existing legislation:</p> <ul style="list-style-type: none"> • Human Settlements Code: Volume informal settlements upgrading programmes developed
Source of data	Existing policies, Sustainable Development Goals, other sector policies, research reports, evaluation reports, policy position papers, DPME Evidence Map, programme performance appraisals and market activity appraisals
Method of calculation/assessment	Human Settlements Code: Volume Informal Settlements Upgrading developed
Assumptions	<p>Clear policy priorities/ directives and direction from the executive</p> <p>Research reports, evaluation reports, position papers and other information is available</p> <p>Sufficient capacity to research, develop, consult, and approve policies and programmes</p> <p>Provinces, municipalities, entities and other stakeholders are available for policy consultation</p>
Disaggregation of beneficiaries (where applicable)	The policies and programmes will be drafted such that there is a specific section that deals with issues of women, youth and persons with disabilities.
Spatial transformation (where applicable)	All policies and programmes are developed to spatially target all settlements, including informal settlements, the priority housing areas and make an impact on spatial transformation locally and municipal wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	<p>Number of Policies on Informal Settlements Upgrading developed</p> <ul style="list-style-type: none"> • Human Settlements Code: Volume informal settlements programmes developed
Indicator responsibility	Programme Manager: Informal Settlements Programme

Indicator title	Participation of the designated group into the business of human settlements sector
Definition	<p>The indicator seeks to ensure that designated groups mainly women, youth and people with disabilities meaningfully participate in the business of the human settlements sector. The key target is the report on 40% of the budget of the human settlement allocated to entities owned by designated groups is monitored. Provinces, as well as municipalities who receive grant from the Department of Human Settlements, submit a report of performance every quarter on this target for analysis and verification.</p> <ul style="list-style-type: none"> • Report on 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	<p>Qualitative:</p> <p>Report on 40% of the budget allocated to entities owned by designated groups monitored</p>
Assumptions	Provinces will submit reports and systems of monitoring will be available
Disaggregation of beneficiaries (where applicable)	Number of entities owned by designated groups allocated budgets
Spatial transformation (where applicable)	N/A
Desired performance	Report on 40% of 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 (UISP)
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 The monitoring will be based on the delivery in line with approved business plans.
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metros 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
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
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 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 <ul style="list-style-type: none"> • ISUP Baseline Evaluation • ISUPG Design and Implementation
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Count of evaluation studies completed for the period.
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries

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

Sub-Programme: Grant Management

Indicator Title	Number of Financial performance assessments on ISUPG conducted
Definition	Collate and analyse ISUPG from Provinces and Metropolitan Municipalities on financial and non-financial performance reports. The submission for reports from Provinces and Metropolitan Municipalities are regulated in terms of the Division of Revenue Act.
Source of data	Data will be collected from reports of Provinces and Metropolitan Municipalities as well as business plans
Method of calculation /Assessment	Quantitative and qualitative (accuracy and reliability of expenditure data)
Assumptions	Submitted reports signed by Provincial HODs and Provincial Treasuries or Accounting Officers of Metropolitan Municipalities reflect an accurate and reliable financial and non –financial information.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Desired performance	Analysed 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 of the Informal Settlements 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	Total number of activities achieved divided by the total number of planned activities as per the Capacity Assembly Implementation Plan x 100
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
Desired performance	Capacitated Informal Settlements Programme
Indicator responsibility	Programme Manager: Informal Settlements Programme

Indicator Title	Number of Informal settlements upgraded to Phase 3 of UISP
Definition	The indicator measures the management of the consolidated national informal settlements delivery plan to upgrade informal settlements to Phase 3 in terms National Housing Code.
Source of data	9 Provincial and 8 Metros Business plans and programme performance reports
Method of calculation/assessment	Simple Count of informal settlements upgraded to Phase 3
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
Desired performance	Informal settlements upgraded to Phase 3 and improved quality of living.
Indicator responsibility	Programme Manager: Informal Settlements Programme

Programme 4: Rental and Social Housing Programme

Sub- Programme: Policy and Research

Indicator title	Enabling Policies and programmes developed
Definition	Enabling Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code such as social housing, community residential units/ hostel redevelopment, institutional subsidy, whilst enabling policies covers macro policies that relate to the development of policy foundations, such as White Papers or Green Papers and the same macro policies would be used to draft new legislation or amend existing legislation • Human Settlements code:Volume Social and rental programmes developed
Source of data	Existing policies, Sustainable Development Goals, other sector policies, research reports, evaluation reports, policy position papers, DPME Evidence Map, programme performance appraisals and market activity appraisals
Method of calculation/assessment	Human Settlements Code :Volume social and rental programmes developed
Assumptions	Clear policy priorities/ directives and direction from the executive Research reports, evaluation reports, position papers and other information is available Sufficient capacity to research, develop, consult on and approve policies and programmes Provinces, municipalities, entities and other stakeholders are available for policy consultation
Disaggregation of beneficiaries (where applicable)	All policies will have a section that addresses sector transformation (women, youth and persons with disabilities)
Spatial transformation (where applicable)	All policies and programmes are developed to spatially target all settlements, including the 94 priority housing areas, and to make an impact on spatial transformation locally and municipality-wide and are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	Human Settlements Code:Volume social and rental programmes developed
Indicator responsibility	Programme Manager Rental and Social Housing

Indicator title	National Rental Programme Plan monitored (CCG, HSDG and USDG)
Definition	<p>A National Rental Programme Plan will be developed annually over the MTSF period. The monitoring will include both financial and non-financial targets. The financial monitoring will include all grants such as CCG, HSDG and USDG. The plan will be aligned to the funding allocated, adjusted accordingly to ensure alignment with inflation and construction costs and linked to the Number of Community Residential Units, the number of social housing units and the number of interventions undertaken by Rental Housing Tribunals per year.</p> <ul style="list-style-type: none"> • National Rental Programme Plan monitored <ul style="list-style-type: none"> • 100% CRU Units • 100% Social Housing Units • 100% Debt, equity funding, • 100% CCG, • 100% HSDG and • 100 % USDG
Source of data	Data will be collected from HSS, reports from provincial Departments of Human Settlements, reports from SHRA, reports from NHFC and reports from metros and provincial business plans.
Method of calculation/ assessment	Annual Report on the National Rental Programme Plan developed will include the number of units and the budget allocated and expenditure per sub programme
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	Units allocated to People with Disabilities
Spatial transformation (where applicable)	n/a
Desired performance	<ul style="list-style-type: none"> • National Rental Programme Plan monitored <ul style="list-style-type: none"> • 100% CRU Units • 100% Social Housing Units • Debt, equity funding, CCG, HSDG and USDG
Indicator responsibility	Programme Manager Rental and Social Housing

Indicator title	Participation of the designated group into the business of human settlements sector
Definition	<p>A report of 40% of the budget allocated to entities owned by designated groups was set. All Departments and entities are expected to ensure compliance with the target of 40% budget allocated to designated groups. The indicator seeks to monitor whether the Social Housing Regulatory Authority and Provinces complies with the set-aside policy.</p> <ul style="list-style-type: none"> • Report on 40% of the budget allocated to entities owned by designated groups monitored
Source of data	Business plans, Provincial reports, Provincial coordinators managing the Human Settlements Women Programmes, Projects Lists
Method of calculation/ assessment	<p>Qualitative:</p> <p>Report on 40% of the budget allocated to entities owned by designated groups monitored</p>
Assumptions	Stakeholders will cooperate and submit information
Disaggregation of beneficiaries (where applicable)	<p>The target is aimed at designated groups</p> <ul style="list-style-type: none"> • Women • PwD • Youth
Spatial transformation (where applicable)	N/A
Desired performance	Report on 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 Rental and Social Housing Programme 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 based on the delivery in line with approved business plans.
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metros reports, and business plans.
Method of calculation/ assessment	Number of projects monitored and verified divided by the total number of projects with expenditure multiplied by 100 = % achieved
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
Desired performance	To monitor and verify the 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 conducted
Definition	<p>Evaluation studies measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments. The Rental Housing Tribunals are an important structure within the affordable housing market. They mediate disputes between landlords and tenants and are a section of the Provincial Department as provided for in the Rental Act of 1999. Their services have not been evaluated and need to be evaluated following the amendments of the Rental Housing Amendment Act of 2014.</p> <p>Evaluation study completed on:</p> <ul style="list-style-type: none"> • Rental Housing Tribunal • Social Housing Programme
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries reports and cooperate plans, interviews with the selected officials, literature, survey, etc.
Method of calculation	<p>Evaluation studies on:</p> <p>Rental Housing Tribunals</p> <p>Social Housing Programme</p>
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	The evaluation reports will have a section that addresses issues of youth, women and Persons with Disabilities
Spatial transformation (where applicable)	n/a
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

Sub-Programme: Public Entity Oversight (SHRA)

Indicator Title	Percentage of entities programme performance monitored
Definition	<p>Six public entities are reporting to the Minister for Human Settlements, Water and Sanitation, namely the HDA, NHBRC, NHFC (HSDB), CSOS (PPRA), EAAB and SHRA. The entity that is relevant for this programme is SHRA and NHFC. The purpose of the indicator is to provide for the monitoring of SHRA's performance.</p> <p>The purpose of the indicator is to provide for the monitoring of SHRA and NHFC, 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 annual performance reports as submitted to the Department.</p> <p>These would further be linked/aligned to the MTSF priorities that the said Entities committed to on an annual basis.</p> <p>Feedback will be provided to the Entities following a comprehensive annual 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 • Annual Performance Plans and Reports
Method of Calculation/Assessment	<p>Quarterly analysis report on the contribution to the Rental and Social Housing Programme</p> <p>Percentage of performance monitored=</p> <p>Number of performance activities/ milestones monitored/ Number of performance activities/ milestones planned</p>
Assumptions	Cooperation from internal stakeholders, SHRA and NHFC.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	100% 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 and Social Housing)
Definition	The indicator measures the activities undertaken in implementing the Capacity assembly programme in line with the Rental and Social 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 • Rental and Social 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 divided by the total number of planned activities as per the Capacity Assembly Implementation Plan x 100
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
Desired performance	Capacitated Rental and Social housing programme
Indicator responsibility	Programme Manager: Rental and Social Housing Programme

PROGRAMME 5: Affordable Housing Programme

Sub-Programme: Policy and Research

Indicator title	Enabling policies and Programmes developed
Definition	Enabling Programmes cover all policy interventions that will be included in the Housing / Human Settlements Code such as social housing, community residential units/ hostel redevelopment, institutional subsidy, whilst enabling policies covers macro policies that relate to the development of policy foundations, such as White Papers or Green Papers and the same macro policies would be used to draft new legislation or amend existing legislation • Human Settlements Code:Volume Affordable housing programmes developed
Source of data	Existing policies, Sustainable Development Goals, other sector policies, research reports, evaluation reports, policy position papers, DPME Evidence Map, programme performance appraisals and market activity appraisals
Method of calculation/assessment	Human Settlements Code:Volume Affordable Housing developed
Assumptions	Clear policy priorities/ directives and direction from the executive Research reports, evaluation reports, position papers and other information is available Sufficient capacity to research, develop, consult on and approve policies and programmes Provinces, municipalities, entities and other stakeholders are available for policy consultation
Disaggregation of beneficiaries (where applicable)	All policies will have a section that addresses sector transformation (women, youth and persons with disabilities).
Spatial transformation (where applicable)	All policies and programmes are developed to spatially target all settlements, including the 94 priority housing areas and to make an impact on spatial transformation locally and municipality-wide.They are determined through a combination of SPLUMA approvals and project approvals offering market ladders that lead to inclusive equitable economic growth
Desired performance	Human Settlements Code:Volume Affordable Housing developed
Indicator responsibility	Programme Manager:Affordable Housing Programme

Indicator title	Participation of the designated group into the business of human settlements sector
Definition	<p>A report on 40% of the budget allocated to entities owned by designated groups was set. All Departments and entities are expected to ensure compliance with the target of 40% budget allocated to designated groups. The indicator seeks to monitor compliance with the set-aside policy.</p> <ul style="list-style-type: none"> • Report on 40% of the budget allocated to entities owned by designated groups monitored
Source of data	Business plans, Provincial reports, Provincial coordinators managing the Human Settlements Women Programmes, Projects Lists
Method of calculation/assessment	<p>Qualitative</p> <p>Report on 40% of the budget allocated to entities owned by a designated group</p>
Assumptions	Stakeholders will cooperate and submit information
Disaggregation of beneficiaries (where applicable)	<p>The target is aimed at designated groups</p> <ul style="list-style-type: none"> • Women • Persons with Disabilities • Youth
Spatial transformation (where applicable)	N/A
Desired performance	Report on 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	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, <ul style="list-style-type: none"> • Implementation of evaluation on FLISP. • Evaluation contribution of the human settlements sector to transformation.
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation/assessment	Simple count on the evaluation studies completed.
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
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

Indicator title	Percentage of projects under implementation monitored in the Affordable Housing Programme
Definition	Percentage of Affordable Housing Programme 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 based on the delivery in line with approved business plans.
Source of data	Data will be collected from HSS, reports from Provincial Departments of Human Settlements and Metros reports, and business plans.
Method of calculation/ assessment	Number of projects monitored and verified divided by the total number of projects with expenditure multiplied by 100 = % achieved
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
Desired performance	To monitor and verify the reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Programme Manager: Affordable Housing Programme

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

Indicator Title	Percentage of entities programme performance monitored
Definition	<p>Six public entities are reporting to the Minister for Human Settlements, Water and Sanitation, namely the HDA, NHBRC, NHFC (HSDB), CSOS (PPRA), EAAB and SHRA. The entities that are relevant for this programme are NHFC, EAAB (PPRA) and CSOS. The purpose of the indicator is to monitor the performance of NHFC, EAAB (PPRA) and CSOS improving the overall performance of the Affordable Housing Programme. 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 annual performance reports as submitted to the Department.</p> <p>These would further be linked/aligned to the MTSF priorities that the said Entities committed to on an annual basis.</p> <p>Feedback will be provided to the Entities following a comprehensive annual performance analysis. The feedback is critical in the overall sector performance of the Programme.</p>
Source of data	<ul style="list-style-type: none"> • The Sources of data are: • MTSF priorities • Annual reports of the NHFC, EAAB (PPRA) and CSOS
Method of calculation / Assessment	<p>Percentage of entities performance monitored</p> <p>Number of entities' performance activities/ milestones monitored/</p> <p>Number of entities' performance activities/ milestones planned</p>
Assumptions	Cooperation from internal stakeholders and the public entities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	100% of entities programme performance monitored
Indicator responsibility	Programme Manager: Affordable Housing Programme

Sub-Programme: Grant Management (FLISP)

Indicator Title	Number of quarterly performance assessment reports FLISP subsidies disbursed monitored
Definition	FLISP subsidies disbursed monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, Provincial Departments of Human Settlements reports, Metropolitan Municipalities reports, NHFC reports and Provincial Business Plan
Method of calculation/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)
Definition	The indicator measures the activities undertaken in implementing the 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 divided by the total number of planned activities as per the Capacity Assembly Implementation Plan x 100
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
Desired performance	Capacity assembled for the implementation of the Affordable Housing programme
Indicator responsibility	Programme Manager:Affordable Housing Programme

Annexures to the Strategic Plan

Annexure A: 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 gov-

ernment 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.

The Implementation of the principle of "One Plan, One Budget" will be institutionalised in the 2021/22 MTEF, in compliance with Cabinet approval. In all respects, the Human Settlements Policy requires that the provision of shelter and basic services are prioritised in the development of Human Set-

tlements. In advancing the District Development Model the Department emphasises inter-governmental project planning, budgeting and implementation coordination to ensure alignment of bulk and link infrastructure to ensure integrated development. A list of approved projects is contained in the provincial annual business (delivery) plans as required by DORA.

The nature of the project information does make it practical for inclusion into the strategic and/or annual performance plan. The programme and project information is available in the business plans of the Department and upon request from the Accounting Officer of the Department.

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