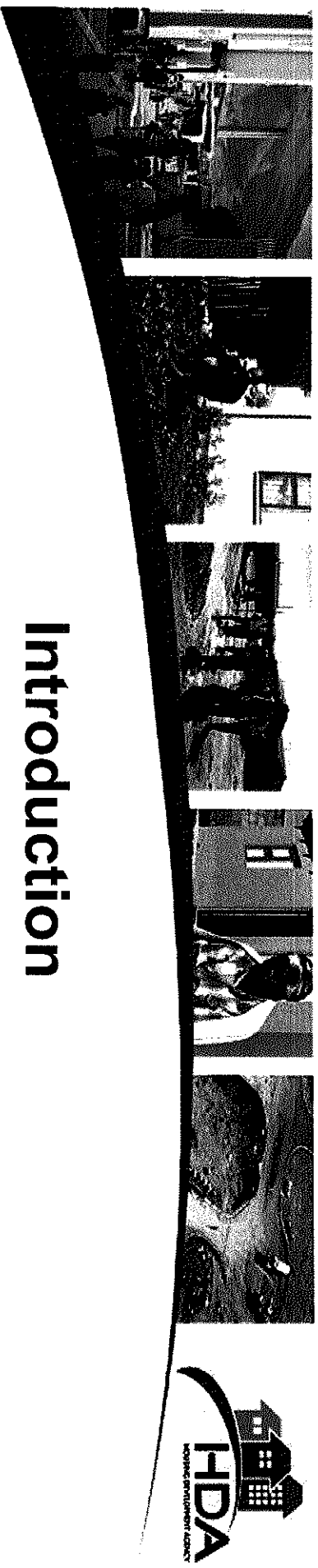




## Working for integration

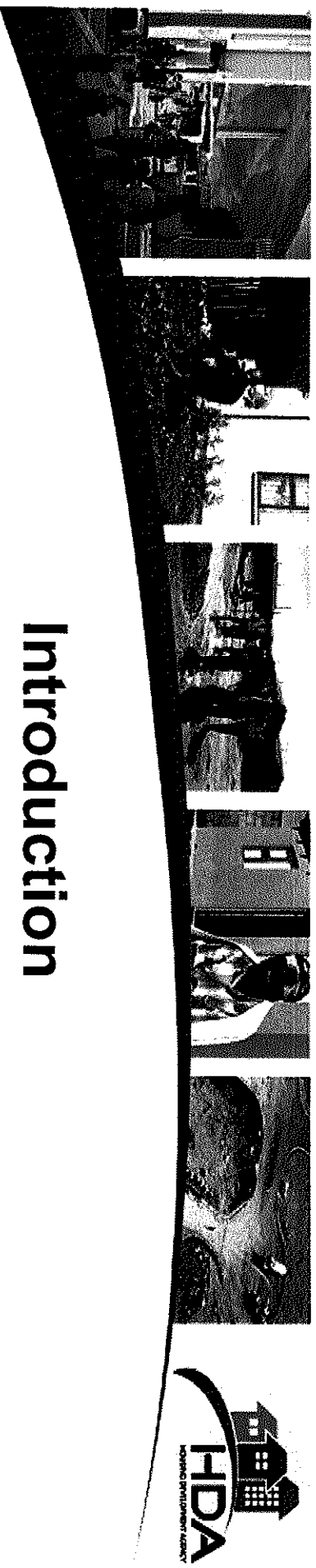


**Housing Development Agency (HDA)**  
**Annual Performance Plan 2014/15**  
**September 2014**



## Introduction

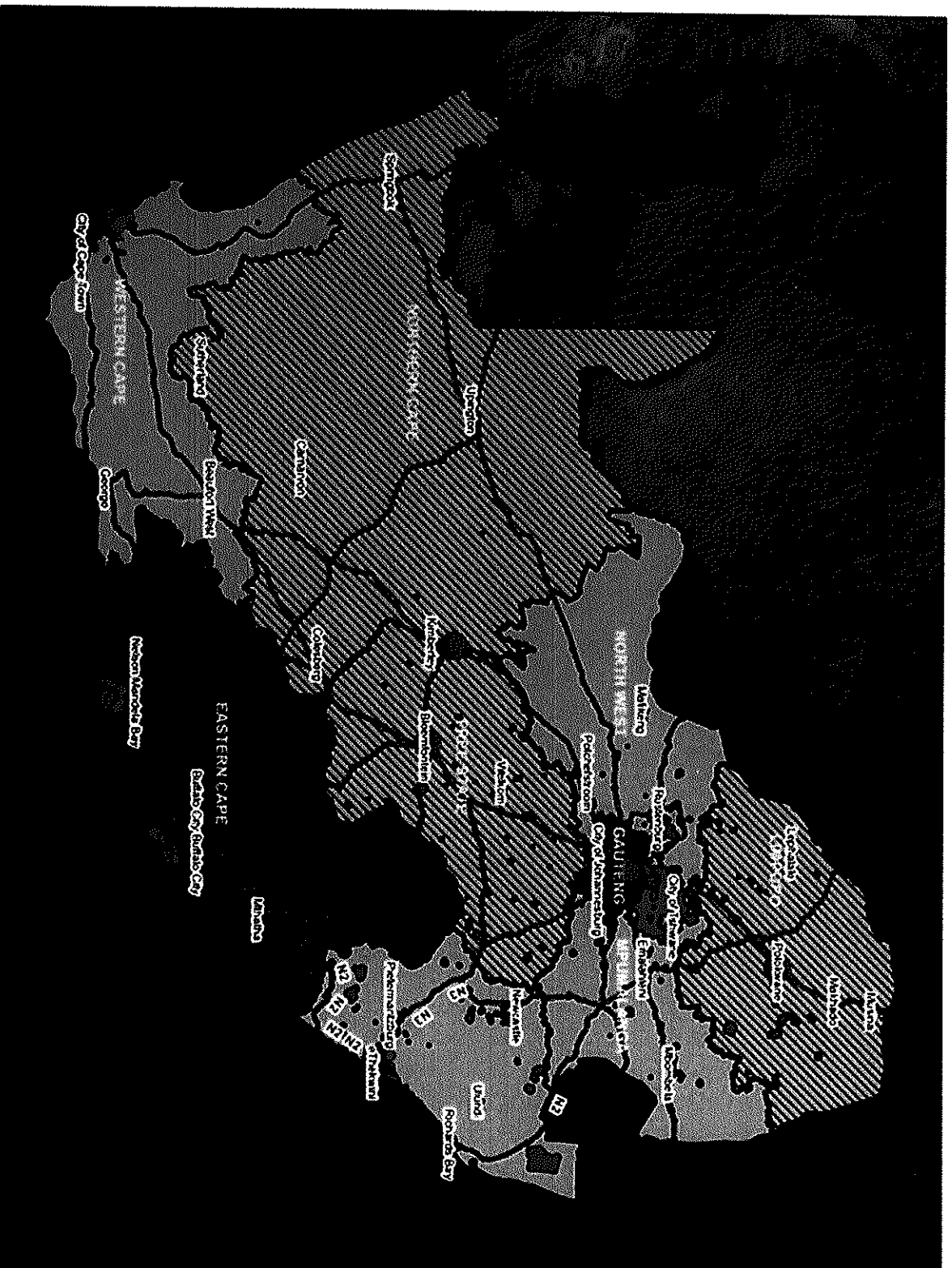
- The HDA was established in terms of Housing Development Agency Act 23 of 2008
- It has been in operation for 5 years
- The agency operates as a national public entity registered as a Section 3 (A) PFMA entity
- The organisation has two **strategic objectives**:
  - Develop and *lead a national sector-wide land assembly strategy and programmes for sustainable human settlements* in partnership with organs of state and other key sector stakeholder
  - Provide *land and housing development support services to our partners* to achieve key national strategic priorities relating to human settlements



## Introduction

- It has a functional Board in place comprising representatives nominated and assigned by the Ministers of NDHS, NDPW, NDRDLR, and DCOG
- HDA has never had a qualified audit report
- The organisation currently has 115 staff across six offices - Gauteng head office, Limpopo, Free State, Northern Cape, Eastern Cape, Western Cape
- Apart from performing the functions defined in Sec 7 of the Act it has the following additional assigned mandates (iro Sec 29):
  - *Completion of national priority projects (N2 Gateway and Zanemvula)*
  - *Implementation agent for Western Cape Bucket Eradication Programme (BEP)*

# HDA Offices in Relation with HDA Implementation Protocols with Province, Metro's, LM's & HDA Land Identified

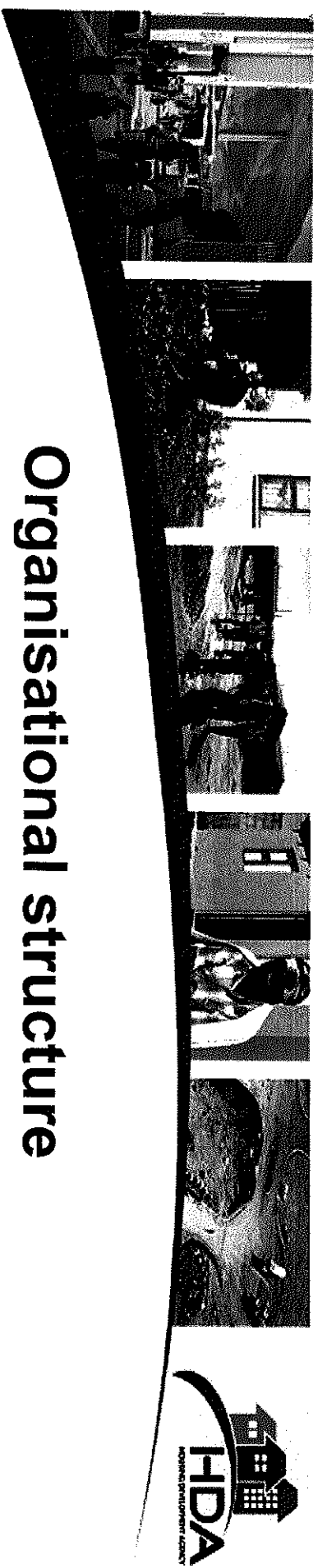


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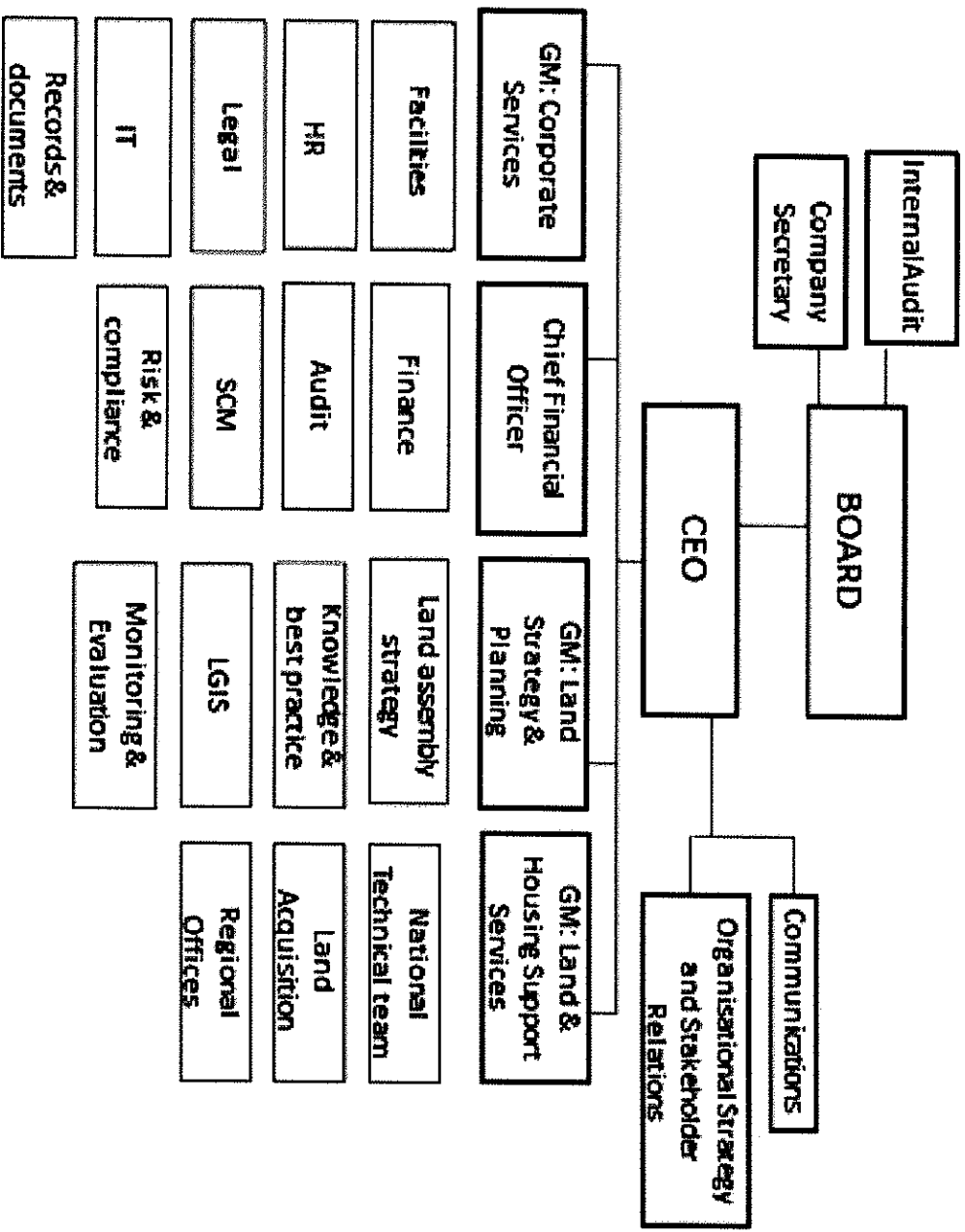
## Legend

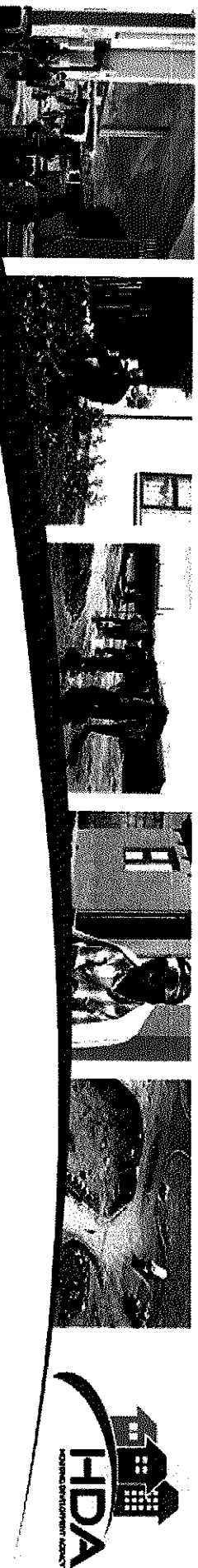
- HDA Offices
- Highways
- Provinces
- Local Municipality
- Metro's With IP
- Metro's Without IP
- Province with SLA's
- Province without IP
- Province with MTO's
- HDA Land Identified



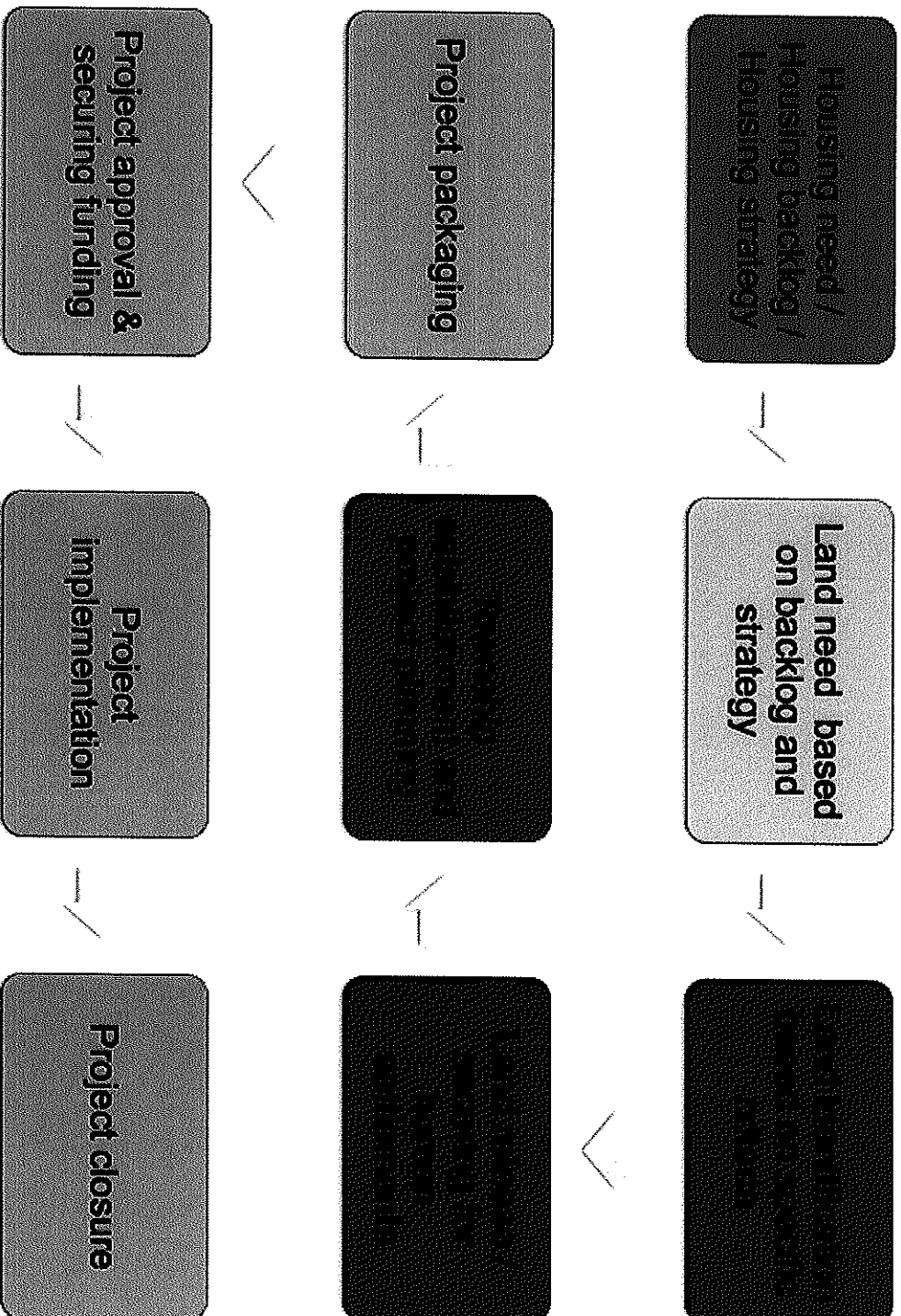


# Organisational structure





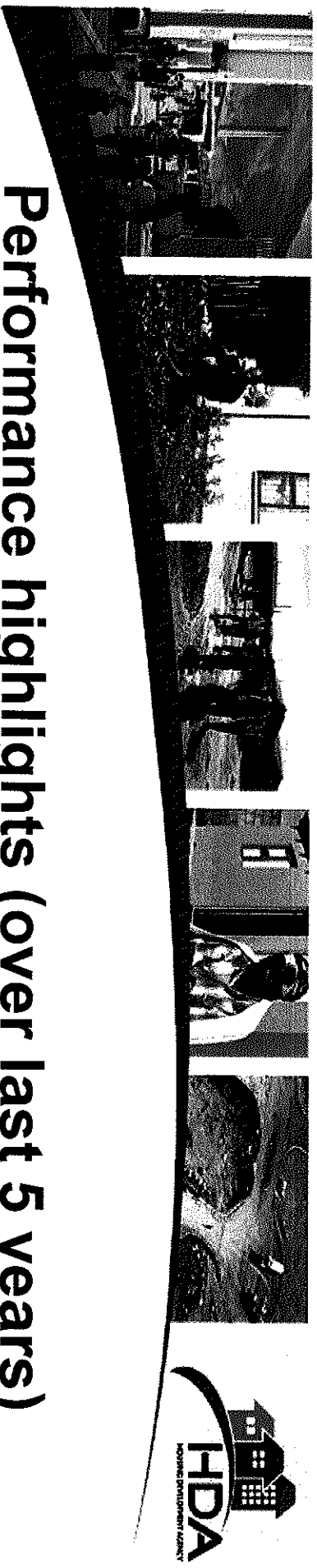
# Where the HDA fits into the human settlement value chain





## Performance highlights (over last 5 years)

- Release of over **11000 ha of state-owned land for human settlement development**
- There is currently 924.496 ha of land in the HDA's name that is in the process of being released
- Joint Coordinating Committee on State Land Release (JCC) established
- Policy outlining the **criteria for identifying land**, and a **procedure for the transfer of state-owned land to the HDA** has been approved with the relevant state departments. Policy options for **compensation of SOCs for land released for human settlements** are being concluded

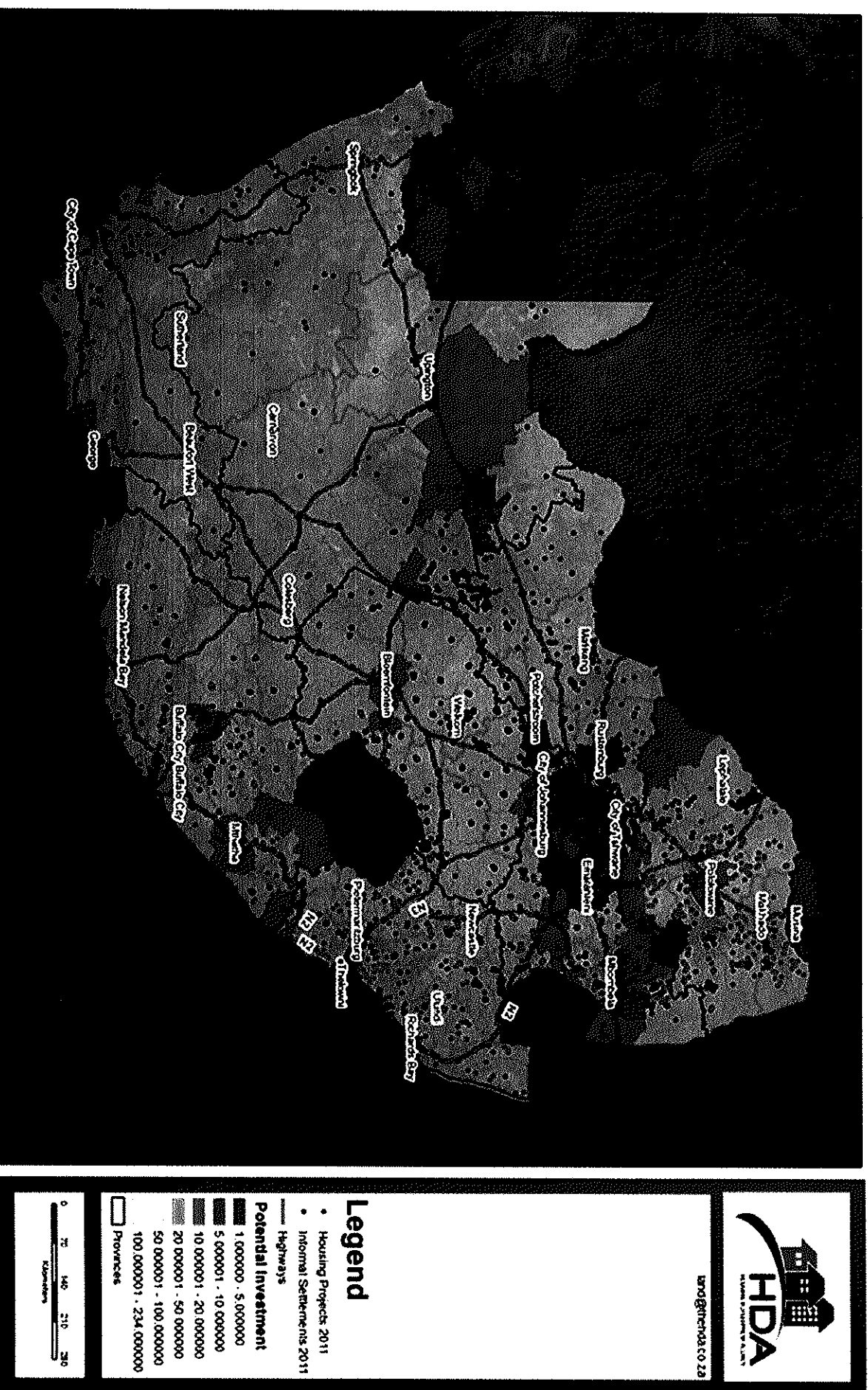


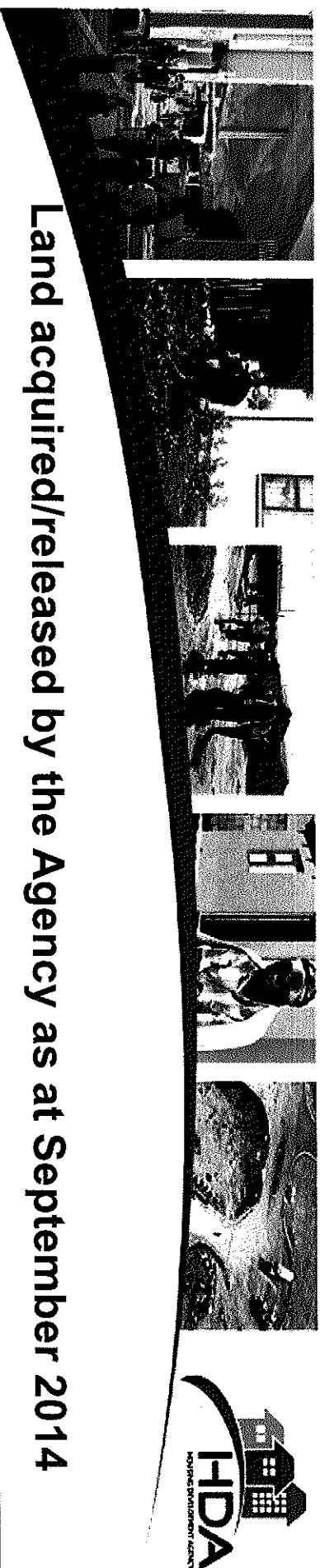
## **Performance highlights (over last 5 years)**

- Completed ISU enumerations, rapid assessments and categorisation, and project planning on settlements in North West, Free State, Limpopo and Northern Cape
- The spatial analysis systems and capability developed by the HDA - LAPSIS (Land and Property Spatial Information System) and NaHSLI (National Human Settlements Land Index) is proving invaluable in support of the Agency's land identification and planning services and its work with the provinces
- 17 Implementation Protocols (IP) have been formalised and signed with provinces and metros
- Zанемвула and N2 Gateway have been stabilised and are performing well



## Potential Investment in Relation to Informal Settlements & Housing Projects

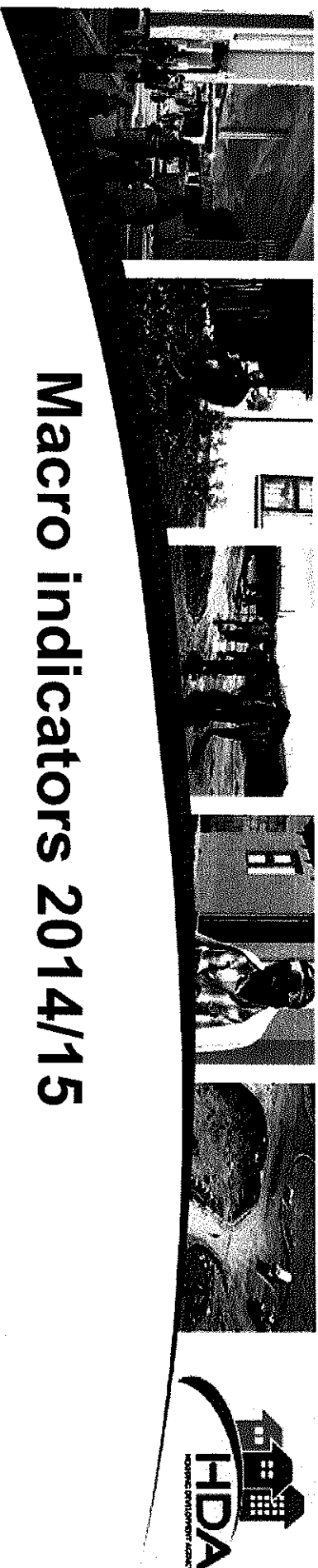




## Land acquired/released by the Agency as at September 2014

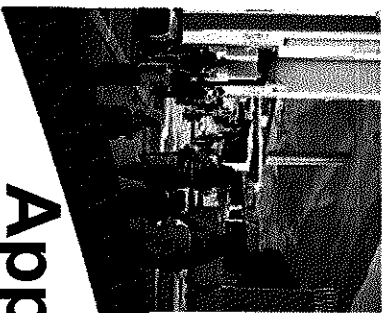
Province	Municipality	Area	No. of Properties	Extent (ha)	Potential Housing Yield (Low)	Potential Housing Yield (High)
North West	Rustenburg LM	Monakato	2	2733.362	30066.982	60133.964
		Lehabong	1	1931.9214	21251.1354	42502.2708
	Madibeng LM	Klipgat	1	918.3536	10101.8896	20203.7792
	Mahikeng LM	Modderspruit	1	151.5901	1667.4911	3334.9822
		Rooigrond	1	324.0117	3564.1287	7128.2574
Limpopo	Greater Tzaneen LM	Tzaneen Town	2	18.8114	206.9254	413.8508
		Tzaneen Town	1	8.651	95.161	190.322
	Mutale Municipality	Tshilamba	2	189.8665	2088.5315	4177.063
	Hibiscus Coast	Glenmore	1	2.0351	22.3861	44.7722
KwaZulu-Natal	uMngeni LM	Hilton	1	9.1	100.1	200.2
		Louwsburg	1	307.245	3379.695	6759.39
	Abaqulusi	Phuthaditjaba	5	1261.341	13874.751	27749.502
Free State	Maluti A Phofung	Tshlame B	1	100.6344	1106.9784	2213.9568
		Thaba'Nchu	9	318.6374	3505.0114	7010.0228
	Mangaung Metro	Lufhereng	1	754.9252	8304.1772	16608.3544
Gauteng	City of Joburg	Greydel	1	271.9114	2991.0254	5982.0508
		Buffalo City Metro				
	Buffalo City Metro	King Williams Town	7	965.6779	10622.4569	21244.9138
Eastern Cape	Intsika yethu	Cofimvaba	1	800.5541	8806.0951	17612.1902
		Braunschweig	22	465.5451	5120.9961	10241.9922
	Amahlathi LM					
<b>TOTAL</b>			<b>61</b>	<b>11534.1743</b>	<b>126876</b>	<b>253752</b>

High yield (40 housing units) and Low yield: (20 housing units) that can be developed on 55 % of land that is developable while rest of the land is dedicated / used to infrastructure and social amenities; and



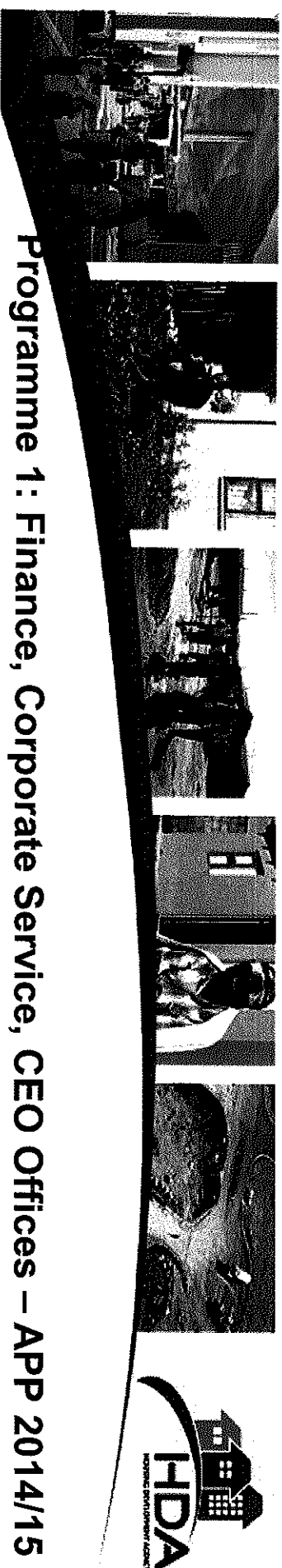
# Macro indicators 2014/15

MACRO INDICATORS	DESCRIPTION OF INDICATOR	GOAL AND PROG LINKED TO ACHIEVEMENT INDICATOR	TARGETS ESTIMATES		
			2014/15	2015/16	2016/17
1) National sector-wide land assembly strategy agreed and endorsed by the NDHS and submitted to the Board and implementation thereof commenced	A national sector wide land assembly strategy is implemented in collaboration with partners in support of integrated human settlements and spatial transformation	Land Planning and Assembly (Goal 1 and Programme 2)	National sector-wide land assembly strategy piloted in two areas	National sector-wide land assembly strategy reviewed and submitted for endorsement by the NDHS and the Board	Review national sector-wide land assembly strategy and monitor implementation
2) Hectares of suitable land released for human settlement development	Support provided to provinces/ and municipalities on land assembly resulting in the release of specific land aimed at meeting the human settlement needs/strategy of the province/ municipality	Land and Housing Support Services (Goal 2 and Programme 3)	2000ha	2000ha	2000ha
3) Number of projects supported with HDA services	Support provided with projects covering planning, preparation and/ or technical implementation including Section 29 mandated projects as agreed with the NDHS and/ or provinces and/ or municipalities	Land and Housing Support Services (Goal 2 and Programme 3)	10	15	20
4) Number of provinces/ municipalities supported with HDA services	Land assembly, geo-spatial info, informal settlement upgrading, pipeline & programme support, emergency housing support, IGR support or other support in line with the HDA functions captured in section 7 of the HDA Act agreed with the NDHS and/ or provinces and/ or municipalities	Land and Housing Support Services (Goal 2 and Programme 3)	13	15	20
5) Number of IGR protocols concluded and maintained	Facilitate the process of concluding and maintaining implementation protocols with organs of state that will enable the provision of HDA services and support	Admin (Goal 4 and Programme 1)	22	26	30
6) Number of Priority Housing Development Areas (PHDAs) determined	This indicator tracks the process of identification, pre declaration of PHDAs	Land Planning and Assembly (Goal 1 and Programme 2)	1 PHDA determined	1 PHDA determined	1 PHDA determined



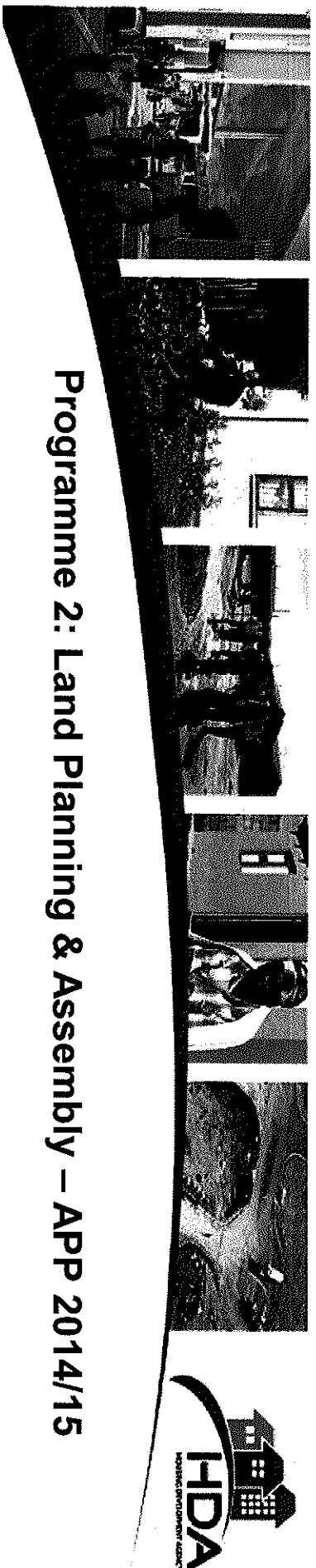
## **Approved Annual Performance Plan 2014/15**

- The approved APP indicators and targets for 2014/15 are provided
- Note that the current mid-year adjustments to the APP are also provided as the organisation is required to align to the approved MTSF targets
- They affect the Quarter 3 and 4 targets and indicators of the organisation



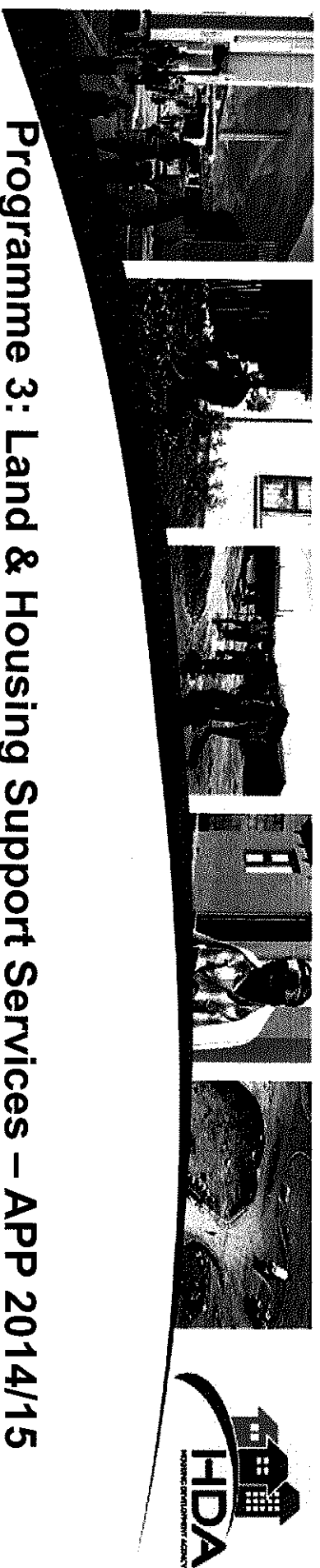
## Programme 1: Finance, Corporate Service, CEO Offices – APP 2014/15

PROGRAMME 1: Admin		Programme Enabling Goal: Financial sustainability					
Sub-programme: Financial Management							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effective internal control systems	Implement effective systems to manage: Finance, Budgets and Performance Management, SCM, Risk Management and compliance	Obtain unqualified audit opinion on the 2013/14 financial statements from external auditors	Unqualified audit report for 2013/14 published by 30 August 2014	Unqualified audit report for 2013/14 from external auditors	Unqualified audit published	Audit plan developed	Audit plan approved
Implement business and financial model	Enable cost recovery and revenue generation to achieve HDA strategy	% of business plan milestones/ activities completed	100% of business plan milestones/ activities implemented	Finalise the implementation plan for the business plan	Implement the business plan	Implement the business plan	Assess implementation against the business plan
Sub-programme: Corporate Services		Programming Enabling Goal: Organisational effectiveness					
The HDA is an internally cohesive and effective organisation with systems that are stable and accessible	Implement policies to ensure operational effectiveness according to HDA policy register	Percentage of individual performance assessments completed	100% of individual performance assessments completed by 31 March 2015	Performance contracts agreed and signed for all staff	Review of KPIs in performance contracts of all staff	-	Final review of performance contracts 100% completed
		Annual programme pertaining to embedding HDA values approved by Exco and % implemented	Annual programme to enhance organisational values approved by the Exco and 100% implemented	Development of annual programme	Approval by Exco of annual programme	Implement 50% of approved programme	Implement 50% of approved programme and assess approved programme
Sub-programme: CEO's office							
Maintain existing agreements and facilitate the conclusion of new agreements	Conclude and maintain Intergovernmental Relations (IGR) protocols	Number of IGR protocols concluded and maintained	17 IGR protocols maintained and 5 concluded	17 maintained	17 maintained	17 maintained	17 maintained and 5 concluded



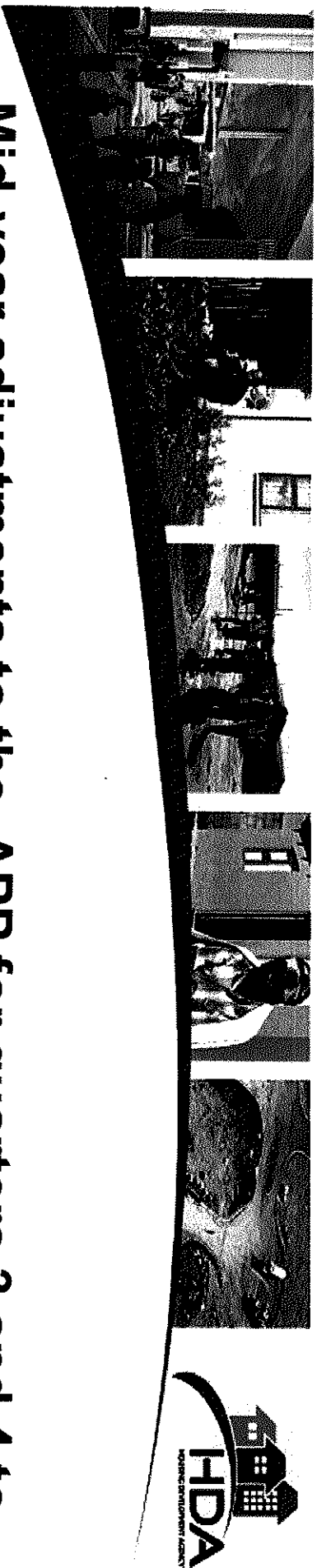
## Programme 2: Land Planning & Assembly – APP 2014/15

PROGRAMME 2: Land planning and assembly		Programme Strategic Goal: Develop and lead a national sector-wide land assembly strategy and programmes for sustainable human settlements in partnership with organs of state and other key sector stakeholder					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
National sector-wide land assembly strategy is developed and agreed with all stakeholders and its implementation monitored	A national sector-wide Land Assembly Strategy (including funding) is implemented	National sector-wide land assembly strategy agreed and endorsed by the Board and submitted to MDHS and implementation thereof commenced	Two pilot projects finalised	Identify first pilot area and test alignment of LAS principles with existing land needs and requirements	Identify second pilot area and test alignment of LAS principles with existing land needs and requirements	Qualify gaps that may exist in realising LAS principles and acquisitions	Review land assembly strategy based on pilot studies and submit to Board for approval
	Identify and prepare Priority Housing Development Areas (PHDA) plans for approval by the Minister in consultation with the relevant authorities in the provinces and municipalities	Number of PHDAs determined	1 PHDA identified	Quarterly progress report on PHDA identified	Quarterly progress report on PHDA identified	Quarterly progress report on PHDA identified	1 PHDA submitted for ministerial approval
	Develop spatial trends and/or profiles in support of national and local programmes	Number of spatial trend/profiles developed	4 spatial trends/profiles developed	Quarterly progress report on spatial trends/profiles developed	Quarterly progress report on spatial trends/profiles developed	Quarterly progress report on spatial trends/profiles developed	4 spatial trends/profiles developed
	Prepare and develop innovative policy research and support tools to enable the implementation of the national sector-wide land assembly strategy	Number of policy research and/or support tools developed	4 policy research and/or support tools developed	Concept design and approval of 4 policy research and/or support tool	Progress report on development of tool in support of the national sector-wide land assembly strategy and progress on reports	Progress report on development of tool in support of the national sector-wide land assembly strategy and progress on reports	4 policy research and/or support tools developed and submitted
	Monitor and evaluate progress of the development of sector land and landed property acquired for the purposes of creating sustainable human settlements against the national sector-wide land assembly strategy	Annual monitoring report on land targets is published to the website	Annual monitoring report on land targets published on the website by end March 2015	Design and formulate monitoring templates	Draft report on land monitoring	Review and submit updated report on land monitoring	Annual report on land monitoring published



## Programme 3: Land & Housing Support Services – APP 2014/15

<b>PROGRAMME 3: Land &amp; Housing Support Services</b>		<b>Programme Strategic Goal: Provide Land &amp; Housing Development Support Services to our partners to achieve key national strategic priorities relating to human settlements</b>			
<b>Strategic Objective</b>	<b>Measurable Objective (Strategic Activities)</b>	<b>Performance Measure/Indicator</b>	<b>2014/15 Target</b>	<b>2015/16 Target</b>	<b>2016/17 Target</b>
Suitable land is acquired and released for human settlement development	Assist partners with the acquisition and release of suitable land for human settlement development	Hectares of suitable land released for human settlement development	2000 ha	2000 ha	2000ha
Implement agreed project, land assembly and housing development support services	Assist provinces and municipalities with land assembly and housing development support services	Number of provinces/ municipalities supported with HDA services	Support to at least: 13 provinces/ municipalities	Support to at least: 15 provinces/ municipalities	Support to at least: 20 provinces/ municipalities
	Assist with specific agreed human settlement projects/ project development	Number of project supported with HDA services	Support to 10 projects	Support to 15 projects	Support to 20 projects
	Provision of sector support services with means to promote the specific HDA services offering	Number of sector support engagements conducted	2 x Sector forums/ workshops conducted	2 x Sector forums/ workshops conducted	2 x Sector forums/ workshops conducted

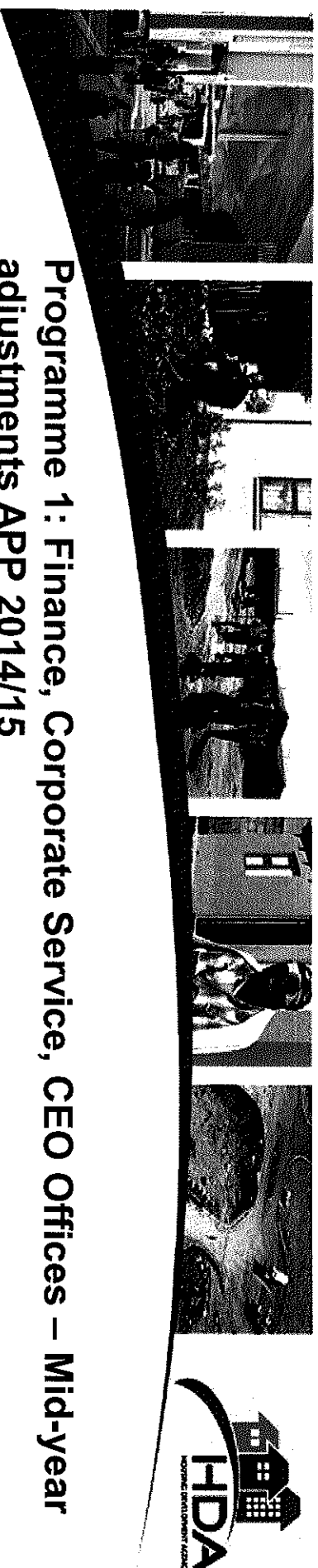


## **Mid-year adjustments to the APP for quarters 3 and 4 to respond to the new MTSF human settlements targets**

The MTSF targets indicate the following:

- 1.4 million housing opportunities in quality living environments provided by 2019
- 50 catalytic projects implemented
- 10 000 hectares of well-located land ***rezoned and released*** for human settlement development





## Programme 1: Finance, Corporate Service, CEO Offices – Mid-year adjustments APP 2014/15

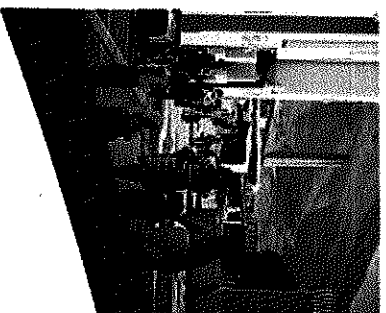
PROGRAMME 1: Admin		Programme Enabling Goal: Financial sustainability					
Sub-programme: Financial Management							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effective internal control systems	Implement effective systems to manage: Finance, Budgets and Performance Management, SCM, Risk Management and compliance	Obtain unqualified audit opinion on the 2013/14 financial statements from external auditors	Unqualified audit report for 2013/14 published by 30 August 2014	Unqualified audit report for 2013/14 from external auditors	Unqualified audit published	Audit plan developed	Audit plan approved
Implement business and financial model	Enable cost recovery and revenue generation to achieve HDA strategy	% of business plan milestones/ activities completed	100% of business plan milestones/ activities implemented			Business model finalised	Financial model finalised
Sub-programme: Corporate Services		Programming Enabling Goal: Organisational effectiveness					
The HDA is an internally cohesive and effective organisation with systems that are stable and accessible	Implement policies to ensure operational effectiveness according to HDA policy register	Percentage of individual performance assessments completed	100% of individual performance assessments completed by 31 March 2015	Performance contracts agreed and signed for all staff	Review of KPIs in performance contracts of all staff	-	Final review of performance contracts 100% completed
		Annual programme pertaining to embedding HDA values approved by Board and % implemented	Annual programme to enhance organisational values approved by the Board and 100% implemented	Development of annual programme	Approval by Board of annual programme	Implement 50% of approved programme	Implement 50% of approved programme and assess approved programme
Sub-programme: CEO's office							
Maintain existing agreements and contracts and facilitate the conclusion of new agreements	Maintain Intergovernmental Relations (IGR) protocols Conclude Intergovernmental Relations (IGR) protocols	Number of IGR protocols maintained Number of IGR protocols concluded	17 1	17 -	17 -	17 -	17 1

## Programme 2: Land Planning & Assembly – Mid-year adjustments APP 2014/15


PROGRAMME 2: Land Planning and Assembly			Programme Strategic Goal: Develop and lead a national sector-wide land assembly strategy and programmes for sustainable human settlements in partnership with organs of state and other key sector stakeholder				
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2014/15 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Develop a coherent and inclusive approach to land for human settlements	Framework to ensure spatial, social and economic integration (spatial targeting) of human settlement developed	Master spatial plan (MSP) completed	National Master Spatial Plan (MSP) completed	N/A	N/A	MSP concept developed and consultation underway	MSP completed and submitted to NDHS for approval by Ministers
		Operational framework for the implementation of PHDA linked to MSP and lead catalytic projects	PHDA operational framework approved	N/A	N/A	Draft operational framework submitted to EXCO	PHDA operational framework approved by Board
Provide appropriate spatially focused technical support programmes for the sector	Develop a coherent and inclusive approach to land for human settlements in line with MSP	Draft policy completed	Coherent draft land policy developed	N/A	N/A	Draft policy developed	Draft Policy developed and with consultation underway
		Maintain an accessible spatially based land and housing information system, database and support services for the sector	Accessible Land and housing information system	Quarterly report on Accessible land and housing information system	Quarterly report on Accessible land and housing information system	Quarterly report on Accessible land and housing information system	Quarterly report on Accessible land and housing information system
Provide land and property trends and knowledge management for the sector	Spatial analysis, profiling and strategic mapping services in line with MSP	Number of periodic spatial reports on land and housing information	4	Quarterly report on mapping and support services to the HDA and the sector as and when requested	Quarterly report on mapping and support services provided	Quarterly spatial report focusing on land and housing information	Quarterly spatial report focusing on land and housing information
		Prepare and develop innovative research, analysis and support tools to enable the implementation of the MSP	2	2x land and/or housing policies identified	2 x land and/or housing policy instruments developed	2 x land and/or housing policy instruments developed	2 x land and/or housing policy instruments submitted to EXCO for approval
Provide Monitoring and evaluation to track land development to measure effectiveness of spatial targeting in human settlements	Develop a monitoring and evaluation programme to measure and track effectiveness of spatial targeting in human settlements in line with MSP	Number of support tools developed	2	2x concept design and approval	Progress report on tools developed	Progress report on tools developed	2 x final reports on tools developed
		Monitoring and evaluation framework complete	Monitoring and evaluation framework approved	Implementing the development of a monitoring and evaluation framework for adoption	Implementing the development of a monitor and evaluation framework for adoption	Implementing the development of a monitor and evaluation framework through stakeholder liaison and participation	Monitoring and Evaluation framework

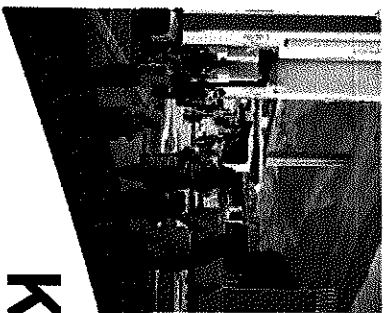
## Programme 3: Land & Housing Support Services – Mid-year adjustments APP 2014/15

PROGRAMME 3: Land & Housing Support Services		Programme Strategic Goal: Provide Land & Housing Development Support Services to our partners to achieve key national strategic priorities relating to human settlements					
Strategic Objective	Measurable Objective (Strategic Activities)	Measure/Indicator	2014/15 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Well located land is released for human settlement development	Assist partners with the release of well located land for human settlement development	Number of hectares of well located land released for human settlement development (targeting poor and middle income households)	2500ha	-	-	-	2500ha
Implement agreed project, land assembly and housing development support services	Institutional capacity support to provinces and municipalities with land assembly and housing development support services	Number of provinces supported with HDA services (technical support programmes)	7	5	-	1	1
		Number of municipalities supported with HDA services (technical support programmes)	6	2	-	2	2
	Assist with specific agreed human settlement projects/project development	Number of projects supported with HDA services	10	5	2	3	-
	Support in identification of lead catalytic projects that clearly demonstrate spatial, social, and economic integration	Criteria developed for the identification of lead catalytic projects				Criteria developed	50 projects identified
	Support the National Department of human settlements with the management & implementation of the National Mining Towns Intervention (humans settlements component)	Support NDHS in the identification of lead catalytic projects					1
	Provision of sector support services as a means to promote the specific HDA service offering	Monthly reporting on implementation of intervention in Provinces Number of sector support engagements conducted	2	-	1	-	3



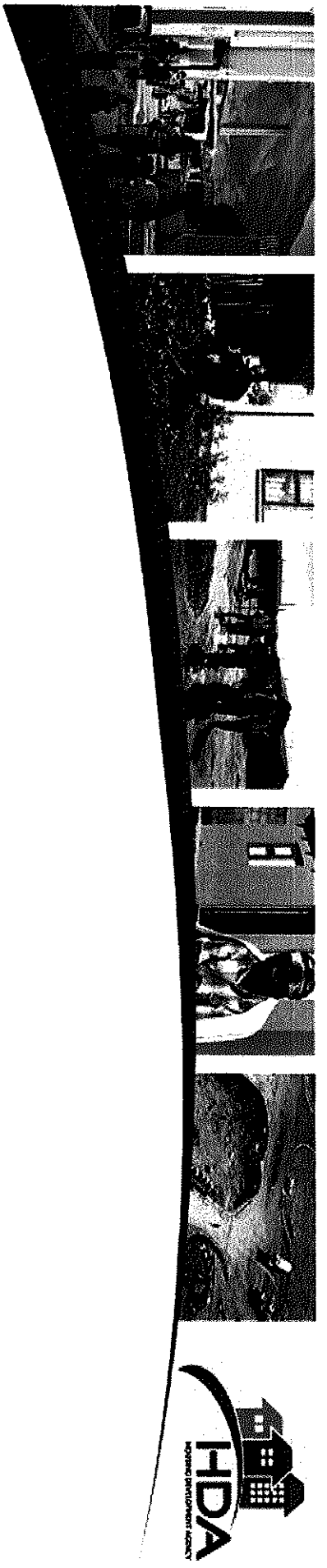
# HDA Budget 2014/2015

HDA Budget 2014/15	
Revenue	 <b>2015</b>
Operational Grant - National	R 101 046 000
Other income	13 007 915
Other Operational Income	34 812 948
Sect 29 Proj Grants & Income	35 843 212
Ring-Fenced Income	421 712
Other Income	8 849 568
<b>Total Revenue</b>	<b>193 981 355</b>
<b>Expenditure</b>	
Finance and Administration	49 055 242
Land Planning & Assembly	25 306 976
Land & Housing Support Services	119 619 137
<b>Total Expenditure</b>	<b>193 981 355</b>



## **Key performance highlights Q1 2014/15**

- 1435.5059 hectares of state land released for human settlements for 2014/15 in KZN, Eastern Cape, Free State
- Human Settlements Master Spatial Plan developed and approved
- Assisting NDHS with planning for 50 catalytic projects
- Land assembly support provided to assist with Lwandle evictees in the Western Cape province
- Involvement in the human settlements component of the National Mining towns intervention



**Thank you!**