



DEPARTMENT OF HUMAN SETTLEMENTS

REVISED ANNUAL PERFORMANCE PLAN FOR 2020/2021

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Executive Authority Statement

The Department of Human Settlements (DHS) has a mandate that is integral to the effort of 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.

By the end of the 2014/19 Medium Term Strategic Framework (MTSF), we reached the milestone of providing over 4,5 million housing opportunities, through our various housing programmes, which has 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 are able to not 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 in excess of R10 billion over recent years, whilst the demand for adequate shelter in functional settlements is continually increasing, in the face of rapid urbanisation.

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

Together with Members of the Executive Council (MECs) from all our provinces, we were also confronted by the reality of the rising and legitimate expectations of our people for housing. We

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shared in their experiences of disasters - from flooding to fires that needed urgent attention on our part. We were confronted by evictions from rental housing programmes of people who, for one reason or another, had lost their source of income, were unable to pay the subsidized rentals and had no other place to go. As a result, we introduced a dedicated grant to fund emergency housing solutions at both provincial and local government level, called the Provincial Emergency Housing Grant (PEHG) and the Municipal Emergency Housing Grant (MEHG).

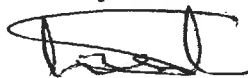
It became clear to us that more still needs to be done to turn the DHS, and government in general, into an agent of responsive and positive change, in order to meet the needs of our people. This is a matter that the Department will have to improve on in future financial years. Spatial targeting will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

The NDHS needs to make sure that it is rooted in our communities, to ensure that our mandate is delivered, and to empower communities on the journey with the Department, as we seek to improve overall living conditions. A substantial amount of work has gone into developing mechanisms that best respond to the objective of developing human settlements that reverse apartheid spatial planning and provide quality services. The human settlements and housing development priority areas are an intervention that seeks to further expedite achievement of the mandate of the Department. The identified spaces are well-located and offer optimal opportunity to integrate, consolidate and ultimately transform settlements through a range of project investment in infrastructure, housing and community development in all nine provinces in the coming years. The future benefits of these projects will assist in transforming apartheid-styled zones of exclusion into integrated living spaces that consist of all social and economic amenities required by communities, including business centres and industrial zones. If properly implemented in partnership with communities, business and non-governmental organisations (NGOs), in conjunction with our entities, provinces, municipalities and the private sector, the projects hold 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 principles and prescripts of preferential procurement to benefit designated groups, in particular women, youth and people living with a disability, must be pursued with vigour.

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

Signature _____



Lindiwe Sisulu, MP

NATIONAL DEPARTMENT 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 the divisions in the Department. The Treasury regulations on strategic planning, requires that, each year, 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.

The National Development Plan (NDP) and the 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 PDAs. This includes identification, acquisition, planning, funding and development, and including: the delivery of mixed income residential areas with a mix of typologies and tenure; upgrading of informal settlements; and opportunities for the provision socio-economic infrastructure by the 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 annual performance plan. During this term of office, the systems and structures used to coordinate implementation, assess progress and address obstacles and blockages, must have improved. These 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 includes a clear statement of goals, outcomes and targets for each priority in the MTSF. A strategic plan and annual performance plan must be supported by a delivery plan.

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

Given that the primary mandate of the Department is policy and legislative, substantive focus and energy will be given to processing the Housing Consumer Protection Measures Bill and the Human Settlements Development Bank Bill.

The fact that the Department’s MTEF allocation has been reduced by R14 billion requires that it optimises its allocation and endeavours to achieve its targets with less resources. This will allow the Department to dampen the effects of the funding reductions on its delivery objectives. The Human Settlements Development Bank (HSDB) will be required to deliver funding mechanisms and innovation and systems for the Department, provinces, municipalities, delivery partners, communities and individuals, in order for the Department to meet its objectives.

Operationalization of the HSDB, has been completed, with institutional consolidation of the Rural Housing Loan Fund (RHLF), National Urban Reconstruction and Housing Agency (NURHA) and the National Housing Finance Corporation (NHFC). 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 initiative as individual households to construct and build homes. This may be achieved, either through self-build or contracting-in the services of building contractors. The quality and integrity of construction in the sector is key to citizens “taking things into their own hands”.

This annual performance plan is presented for approval and tabling by the Minister, as the Executive Authority.

Signature:  _____

JOSEPH LESHABANE
ACTING DIRECTOR-GENERAL
DEPARTMENT OF HUMAN SETTLEMENTS

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Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Human Settlements, under the guidance of Minister Lindiwe Sisulu.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Human Settlements is responsible.
- Accurately reflects the impact, outcomes and output that the Department of Human Settlements will endeavour to achieve during the period 2020 to 2021.

Signature: 
Sindisiwe Ngxongo: Head Official Responsible for Planning

Signature: 
Lucy Bele: Acting Chief Financial Officer

Signature: 
Neville Chaine: Programme Manager: Human Settlements Strategy and Planning

Signature: 
Joseph Leshabane: Programme Manager: Programme and Project Management Unit

Signature: 
Tsepiso Molo: Acting Programme Manager: Corporate Service

Signature: 
Ahmad Vawda: Programme Manager: Human Settlements Delivery Frameworks



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Signature: 
Joseph Leshabane: Acting Accounting Officer

Approved by
Signature: 
Lindiwe Sisulu: Executive Authority

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LIST OF ABBREVIATIONS

AGSA: Auditor General South Africa
BAS: Basic Accounting System
BEPP: Built Environment Performance Plan
BNG: Breaking New Ground
CBO: Community Based Organisation
CCT: City of Cape Town
COGTA: Cooperative Governance and Traditional Affairs
COP: Community of Practice
CPD: Continuing Professional Development
CRU: Community Residential Units
CSOS: Community Schemes Ombud Service
CWP: Community Workers Programme
DBC: Departmental Bid Committee
DDG: Deputy Director General
DEA: Department of Environmental Affairs
DG: Director General
DHS: Department of Human Settlements
DMV: Department of Military Veterans
DOL: Department of Labour
DORA: Division of Revenue Act
DPSA: Department of Public Service Administration
DPW: Department of Public Works
DST: Department of Science and Technology
EAAB: Estate Agency Affairs Board
EE: Equal Employment
ENE: Estimated National Expenditure
EPWP: Expanded Public Works Programme
GEHS: Government Employee Housing Scheme
FIC: Financial Intelligence Centre
FLISP: Finance Linked Individual Subsidy Programme
FOSAD: Forum of South African Directors-General

HDA: Housing Development Agency
HOD: Head of Department
HLA: Housing Land Availability
HLAMDA: Home Loans and Mortgage Disclosure Act
HR: Human Resources
HRD: Human Resource Development
HSDB: Human Settlements Development Bank
HSDG: Human Settlements Development Grant
HSS: Housing Subsidy System
ICT: Information and Communication Technology
IDP: Integrated Development Plan
IGR: Inter-governmental Relations
IMS: Information Management System
ISP: Informal Settlements Programme
IT: Information Technology
MEC: Member of the Executive Council
M&E: Monitoring and Evaluation
Metros: Metropolitan Municipalities
MTSF: Medium Term Strategic Framework
NDoHS: National Department of Human Settlements
NDP: National Development Plan
NEDLAC: National Economic Development and Labour Council
NHBRC: National Home Builders Registration Council
NHFC: National Housing Finance Corporation
PERSAL: Personal and Salary System
PFMA: Public Finance Management Act
PHDA: Priority Housing Development Areas
PHP: People's Housing Process
PSETA: Public Service Sector Education and Training Authority
Q1: Quarter 1
Q2: Quarter 2
Q3: Quarter 3

Q4: Quarter 4

RHLF: Rural Housing Loan Fund

RSA: Republic of South Africa

SDBIP: Service Delivery and Budget Implementation Plan

SDC: Skills Development Committee

SDF: Spatial Development Framework

SHI: Social Housing Institution

SHRA: Social Housing Regulatory Authority

SITA: State Information Technology Agency

SLA: Service Level Agreement

SMME: Small Medium and Micro Enterprise

SOP: Standard Operating Procedure

SPLUMA: Spatial Planning and Land Use Management Act

SPP: Special Presidential Package

TDRG: Title Deeds Restoration Grants

TEC: Total Estimated Cost

UISP: Upgrading of Informal Settlements Programme

USDG: Urban Settlements Development Grant

WEGE: Women Empowerment and Gender Equality

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Part A: Our Mandate

1. RELEVANT LEGISLATIVE AND POLICY MANDATES

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

The mandate of the National Department is also embedded in Section 3 of the Housing Act of 1997, as amended, which provides that the National Government, acting through the Minister, should determine national policy. Such policy should include norms and standards in respect of housing development. The National Government should (amongst 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 Department of Housing. This notice, together with the Comprehensive Plan for the Creation of Sustainable Human Settlements, which was adopted by Cabinet in 2004, presented 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.

The Department's mandate is derived from Chapter 2 of the Bill of Rights, Chapters 3 and 6 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), 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 realization of this right.
- No one may be evicted from their home, or have their home demolished, without an order of court being made after consideration of all the relevant circumstances. No legislation may permit arbitrary eviction.

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

- Part A of Schedule 4, Chapter 14 lists housing, urban and rural development and regional planning and development as functional areas of concurrent national and provincial legislative competence.
- Section 154(4) further provides for the delegation of powers and functions to local government, by agreement, if municipalities have the necessary capacity and are regarded as the most effective site from which these powers can be exercised.
- Section 125(3) provides that, by legislative and other measures, national government must assist provinces to develop their administrative capacity, which is required for the effective exercise of their powers and the performance of their human settlements functions.

2. INSTITUTIONAL POLICIES AND STRATEGIES

The table below provides a list of key Department policies and legislation that support the implementation of the mandate of the DHS:

All of the macro policy and legislative instruments propose measures to address the various blockages that require attention, in order to ensure the development of housing and human settlements aligned with the seven strategic thrusts of the 1994 White Paper and the Comprehensive Plan for the Creation of Sustainable Human 109 Settlements of 2004, including: 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. In the previous MTSF period, the Department revised policy programmes and also rationalized the 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 programmes in the Housing Code have been rationalised to create improved efficiency, accountability, rights and responsibilities of the different spheres of government, including the entities of the National Department. The rationalization will not just seek to make procedural changes to these policy instruments, but will also address the key strategies, in order to address the delivery of sustainable human settlements, by: identifying and evaluating what has been achieved, what worked and which strategies, policies and programmes are to be phased out; and addressing gaps that may exist; and ensuring alignment with the future vision of the Department.

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

The planned policy initiatives include:

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

The list of key policies and legislation that support implementation of the mandate of the DHS includes the following:

Policy or Legislation	Purpose
White Paper on Housing 1994	To provide a macro policy that creates an enabling environment for housing delivery

Policy or Legislation	Purpose
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 2000	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	To provide for the establishment of the Social Regulatory Authority, in order to regulate all social housing institutions (SHIs) 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
Housing Development Agency Act of 2008 Housing Development Agency Regulations, 2014	To provide for the establishment of an agency that will facilitate land and landed property 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 a desired destination and identifies the role of different sectors in eliminating poverty and reducing inequality by 2030
Spatial Land Use Management Act of 2013	It provides a framework for spatial planning and land use management with the 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 on the relation 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 mainstream of government; etc.
White Paper on the rights of persons with disabilities, 2016	It provides a framework for mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions, that remove barriers and application of the universal design integrates the obligations in the United Nations Covenant on Rights of Persons with Disabilities and other related matters
Integrated Urban Development Framework, 2016	It provides a framework to enable spatial transformation – by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns
Sustainable Development Goals	They provide a framework for a universal call to action to end poverty, protect the planet and to ensure that all people enjoy peace and prosperity by 2030. Through the call “Leave No One Behind”, countries committed to fast-tracking progress for those furthest behind first
Sendai Framework	It provides a roadmap to make communities safer and more resilient to disasters. It provides 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, regulate the continuation of the Estate Agency Affairs Board (EAAB) in a new form of the Property Practitioners Regulatory Authority; and further provides for transformation of the property practitioners sector through, <i>inter alia</i> , the establishment of a transformation fund and a research centre on transformation
Gender Responsive Planning Budget, Monitoring, Evaluation and	To assist South Africa to achieve its Constitutional vision of non-sexist society and gender equality, empowerment and gender equality, and ensure allocation of adequate resources for WEGE

Policy or Legislation	Purpose
Auditing Framework (GRPBMEA)	
Consumer Protection Measures Act 1998	It provides for the protection of housing consumers, the continuance of the National Home Builders Registration Council as the National Home Building Regulatory Council, the registration of home builders, and the registration/ enrolment of homes in order to be covered by the home warranty fund
Sectional Titles Schemes Management Act of 2011	This legislation provides for: the division of buildings into sections and common property; the acquisition of separate ownership in sections coupled with joint ownership in common property; the establishment of 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.

3. RELEVANT COURT RULINGS

A number of court rulings affect the operations of the human settlements sector. In some instances, they impact directly on the National Department, in so far as they relate to the mandate of the Department. In so far as they impact on provinces and municipalities, the Department may exercise oversight support to ensure 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 EMM had brought a joinder application in the Constitutional Court seeking to join the Department in the proceedings instituted by Bapsfontein Community.
- The City of Cape Town and FirstRand Bank Limited: CCT 22/08 (eviction of 20, 000 residents of Joe Slovo informal settlement) Bio-Watch Trust v Registrar Genetic Resources & Others: CCT 80/08 (Promotion of access to information Act) Dingaon Hendrik Nyathi v MEC for the Department of Health, Gauteng, and Minister of Justice & Constitutional Development: CCT 19/07.
- City of Johannesburg Metropolitan Municipality v Blue Moonlight Properties 39 (Pty) Ltd and Another Case CCT 37/11 [2011] ZACC 33: Eviction of unlawful occupiers from a private property. The City was joined on grounds that the eviction, if granted, would render the unlawful occupiers homeless; 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

1. SITUATION 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, it is imperative for organisations to scan their environments, 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.

For the purposes of undertaking 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 environmental of the Department.

2. EXTERNAL ENVIRONMENT ANALYSIS

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

Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> • Debilitating political contestation • Negative impact on 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 	<ul style="list-style-type: none"> • High Citizens' perceptions • Inability to manage impact of undocumented foreign nationals in housing allocations • Lack of appropriate consumer/ education 	<ul style="list-style-type: none"> • The lack of application of alternative and innovative building technologies • Positive impact of the 4th Industrial Revolution on 	<ul style="list-style-type: none"> • Delays in the application of SPLUMA principles • Negative impact on climate change on location and availability of land • The impact of 	<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

	closure of private sector partners • Rising input costs - price of building materials • Impact of business for a	• Poor location of settlements locations in relation to access of economic opportunities and this puts a burden on citizens for costs in relation to transport and other services	standards and quality	natural emergencies and disasters • The impact of topography and terrain on implementation • Rapid urbanization • Unlawful occupation of land	standards and costs • Delays as a result of litigation and court judgments
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Political Analysis

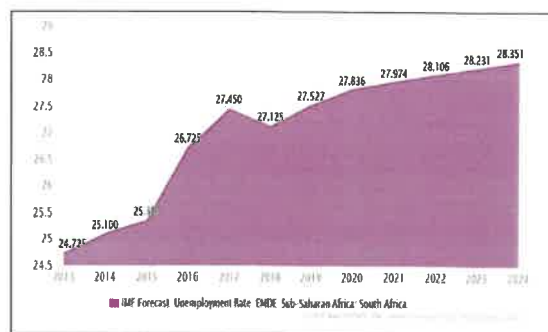
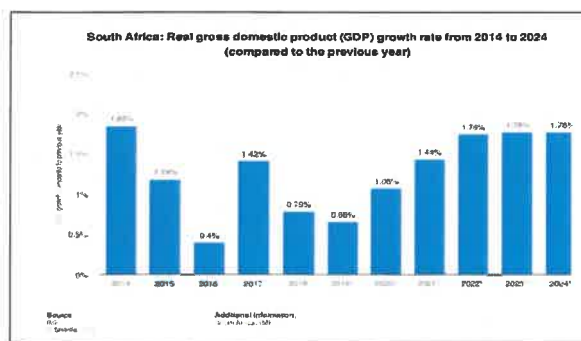
The political environment has a direct impact and bearing on the work of the Department and the various spheres. In the provincial and municipal sphere, the expectations of communities have, in certain instances, resulted in developments being delayed due to protests and work stoppages at development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

The negative aspect of the political landscape in South Africa, at times, results in the housing and human settlements environment being conflictual and contested. This is principally due to housing and human settlements services being core to the improvement of the quality of life of households. It therefore occupies an elevated position in the electioneering process of competing political parties. Thus, the political environment has to be carefully considered in the human settlements environment and this is particularly so when planning and implementing projects.

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

Economic Analysis

The figures below show the gross domestic product (GDP) the growth rate and the unemployment rate in South Africa for the past five (5) years and the forecast for the next five (5) years.



The economic landscape also has a substantial impact on the Department and its implementing agent, and delivery in the sector. The dwindling delivery figures over the past decade can also be attributed to the economic circumstances that the country finds itself in. The shrinking resources of the fiscus pose a challenge to achieving the sectoral targets. Economic growth has been slow over the last few years.

The country's GDP figure has been revised downwards since 2018, due to fragile recovery in employment and weaker investment (1.5%) in 2019. GDP growth over the medium term is expected to reach 1.44% in 2021 to support growth and to create jobs slowed. The economic growth rate has resulted in a high rate of unemployment, increased indebtedness and weakening of the rand.

Economic Projection

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

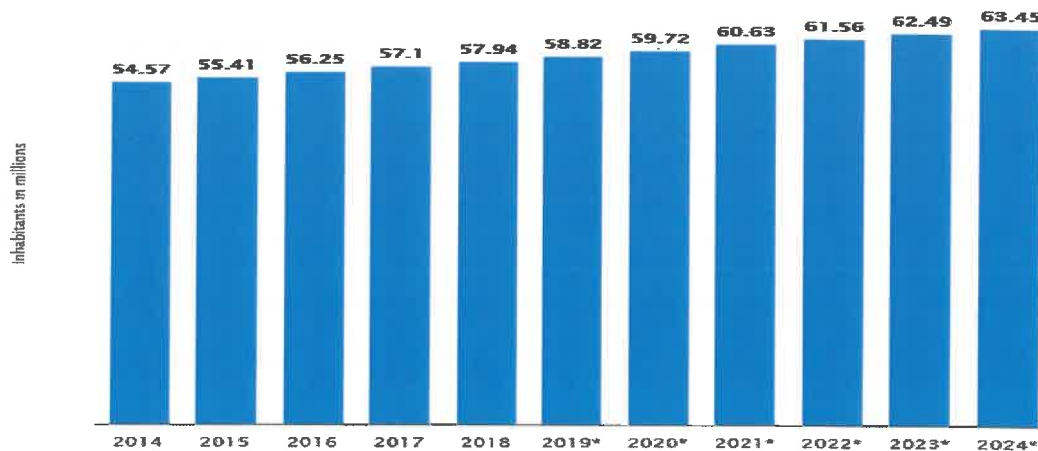
Economic growth was expected to reach 0.66% in 2019, and 1.44% by 2021.

The following factors are expected to limit economic growth:

- The lack of bulk infrastructure that allows for downstream community benefit. An inadequate transport infrastructure, which makes transportation cost more expensive, and which then impacts on household expenditure.
- The possibility of a country investment down-grade.
- High borrowing and interest costs.
- Constrained government finances.

Socio-cultural Analysis

Socio-cultural issues are also at play in human settlements and housing delivery, because a house is a socio-cultural asset of a household, thus settling citizens within required parameters. Has an impact on culture and the social make-up and human networks of a community/settlement. Another important social aspect that has a bearing on human settlements delivery towards achieving the targets is the issue of population growth. The figure below shows the population statistics for the past five years and forecasts the population growth statistics to 2024.



Technological Analysis

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

Environmental Analysis

The totality of the living environment (ecosystem) has a bearing on the delivery of human settlements, and this accounts for the environment to be carefully analysed against the possibility of achieving the human settlements targets. Housing and human settlements delivery focuses on spatial management, i.e. the living environment or ecosystem. There are topographic, climatic and spatial conditions that determine conductivity for housing and human settlements delivery. Thus, the Spatial Land Use Management Act (SPLUMA) (2013) and the NDP (2011) emphasise spatial principles. The Informal Settlements Upgrading Programme is one human settlements programme that seeks to address environmental issues in respect of human settlements.

Legal and Legislative Analysis

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

Stakeholder Analysis

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

STAKEHOLDER	NEEDS & EXPECTATIONS
Department entities	Extension of Department's mandate, funding, policy directive and capacity support
Provinces	Policy directive and funding Capacity support
Other national Departments	Convergence of mandates Partnerships 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 developers	Co-investment Partners in the development of integrated settlements
Citizens	Suitable and integrated human settlements Subsidised housing and affordable housing

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 affordable rental housing units.
- Upgrading of informal settlements.
- Registration of title deeds.
- Transformation of the property sector and increased participation of designated groups.

The proposed priorities will be implemented through the collaborative agreements and arrangements with all spheres of government and key sector Departments, thus enabling the transformation of settlements that are developed and 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.
- Upscaling the rapid upgrading of the Informal Settlements Programme (ISP).
- Ensuring that qualifying beneficiaries are provided with security of tenure in a transparent manner.
- Complete the establishment of the Human Settlements Development Bank (HSDB).
- 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 adoption of the outcomes approach and specifically the human settlements outcome, as well as the establishment of the Human Settlements Ministry and Department demand a re-think of the capacity available (and required) to deliver on the defined output items and targets. The time has now come to focus explicitly on capacity assembly to execute projects. As such, special purpose vehicles and purposefully mandated entities must be the focus going forward. This includes better management of procurement and deployment of private/ external capability.

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

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 regional-based implementation approach that will also serve to respond to 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, in order 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. In addition, 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 into the revised organisational structure.

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

SWOT ANALYSIS	
Internal Environment	External Environment
<p><u>Strengths</u> 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 	<p><u>Oppotunities</u> The Department has an opportunity to:</p> <ul style="list-style-type: none"> • Champion the upscaling of alternative building technology (ABT) • 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)

<u>Weaknesses</u>	<u>Threats</u>
<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 	<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

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 MMTSF 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 government has delivered almost 4.8 million houses and housing opportunities since the dawn of democracy, the demand for housing closer to economic opportunities continues to be the main challenge facing the country. The demand for housing has been influenced by the increase in urbanisation, which has unintendedly resulted in an increase in 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.

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

Year	Serviced Sites	Houses
1994/95	-	60 820
1995/96	-	74 409
1996/97	-	129 193
1997/98	-	209 000
1998/99	12 756	235 635
1999/2000	-	161 572
2000/01	19 711	170 932
2001/02	-	143 281
2002/03	82 286	131 784
2003/04	42 842	150 773
2004/05	87 284	148 253
2005/06	109 666	134 023
2006/07	117 845	153 374
2007/08	82 298	146 465
2008/09	68 469	160 403
2009/10	64 362	161 854

2010/11	63 546	121 879
2011/12	58 587	120 610
2012/13	45 698	115 079
2013/14	48 193	105 936
2014/15	49 345	94 566
2015/16	52 349	99 904
2016/17	56 886	89 186
2017/18	50 309	86 006
2018/19	48 034	77 721
Up to Sept. 2019	28 537	30 491
Total	1 189 003	3 313 149
Total EEDBS** since 1994		373 313
Total		4 875 465

There has been a reduction over the last few medium-term cycles. A cumulative amount of 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. In addition, 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 lack of capacity in bulk and link infrastructure.
- Procurement management delays and challenges in the provinces and municipalities.
- Regulatory and governance incapacity in the development process.
- Incidents of vis major and climate change emergencies, disasters and emergencies.
- The constraints associated with a lack of appropriate planning and adequate funding.
- The impact of urbanization.
- Loss of technical capacity, knowledge and experience.
- Lack of adequate monitoring, evaluation and reporting.

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

The Department supports small, medium and micro enterprise (SMME) development through allocation of infrastructure expenditure worth 30% of both the HSDB and USDG to women-owned entities, and 10% worth of both Human Settlements Development Grant (HSDG) and USDG to youth owned entities. The process outlined finds expression in preferential procurement and has commenced, and verification of 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. According to Section 9 of the Constitution of South Africa, legislative measures can be undertaken to protect and advance persons or categories of persons who were previously disadvantaged by past policies. Section 217 of the Constitution allows for organs of the state or institutions to implement a procurement policy that provides for the categories of preferences in the allocation of contracts and the protection of or advancement of persons, disadvantaged by unfair discrimination. Section 217 makes provision for national legislation to prescribe a framework within which this policy must be implemented.

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

Education and skills transfer is prioritised for designated groups and 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. In addition, the Department is active in creating a technical skills base at the lowest levels and to supporting the Artisan Development Programme.

The introduction of the new 2017 Preferential Procurement Regulations Framework has allowed state organs and institutions to implement set asides for the purpose of transformation in different sectors and industries, effective 1 April 2017. There is misalignment between national legislation and sector determination, which makes it difficult for the sector to achieve the targets set. Therefore, the DHS grants frameworks are being re-considered, so that they reflect the participation quotas of the designated groups. Ongoing work is underway to outline how the other groups within the designated groups will be accommodated once their specific frameworks are approved.

National Housing Builders Registration Council Training

Progress regarding mainstreaming of people with 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 Designed Groups

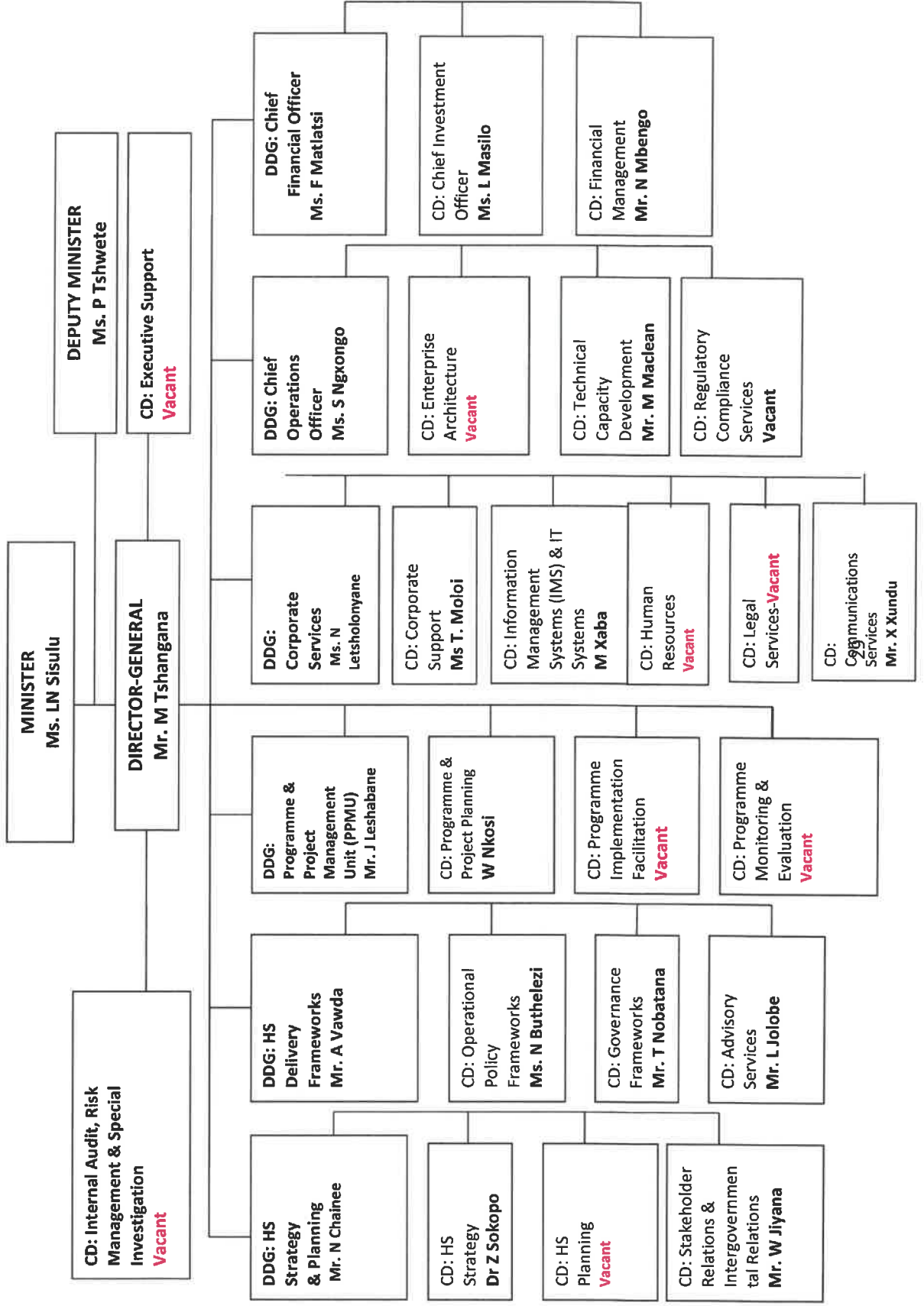
It has been noted that some disabled beneficiaries occupy houses that are not compliant with part S of the SANS 10400. It has also been proposed that an additional module of persons with disabilities for the beneficiary management and Housing Subsidy System (HSS) be developed, to enable implementers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

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

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

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

DEPARTMENT'S ORGANISATIONAL STRUCTURE



Part C: Measuring Our Performance

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMME 1: ADMINISTRATION

1.1.1 Purpose of Programme: Provide strategic leadership, management and support services to the Dep

Sub-Programmes: Departmental Management 2: Enterprise Architecture, Risk Management, Investigations, Corporate Support, Executive Support and Financial Management

Sub-Programmes 3: Corporate Services: Human Resources (HR) Management, Information Man and Legal Services

1.1.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets				
			Audited/ Actual Performance			Estimated Performance	
			2016-2017	2017-2018	2018-2019	2019-2020	2020-20
Sub-Programme 2		Departmental Management: Enterprise Architecture, Risk Manageme Investigations, Corporate Support, Executive Support and Financial Manag					
Functional, efficient and integrated government	Unqualifie d audit	Audit action plan implemented	Unqualifi ed audit report with matters of emphasis	Unqualified 2016/17 Audit Report with matter of emphasis on financial information and material findings on predetermined objectives	Unqualifi ed audit opinion 2017/18 with no matters of emphasis	unqualified audit opinion 2018/19 with no matters of emphasis	Unqualifi ed audit opinion v no matt of empha

Outcome	Output	Output Indicators	Annual Targets							
			Audited/ Actual Performance		Estimated Performance	MTEF Period				
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
	Compliant statutory reports	Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts complied to	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts
	Internal audit reports	Percentage implementation of the approved internal audit plan	73% of the annual audit plan was implemented	81% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan
	Anti-Fraud and corruption reports	Percentage of the approved Anti-Fraud and Corruption Implementation Plan implemented	The approved Anti-fraud and Corruption Implementation Plan was implemented	61% implementation of the Anti-fraud and Corruption Plan was implemented	100% implementation of the approved Anti-fraud and Corruption Implementation Plan	100% implementation of the approved Anti-fraud and Corruption Implementation Plan	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented

Sub-Programme 2
Departmental Management: Enterprise Architecture, Risk Management, Internal Audit, Special Investigations, Corporate Support, Executive Support and Financial Management

Outcome	Output	Output Indicators	Annual Targets					MTEF Period	
			Audited/ Actual Performance		Estimated Performance		MTEF Period		
			2016-2017	2017-2018	2018-2019	2019-2020			2020-2021
Sub-Programme 2	Risk Management Report	Percentage implementation of the approved Risk Management Plan	88% implementation of the approved Risk Management Plan	97% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	2021-2022 2022-2023
			88% implementation of the approved Risk Management Plan	97% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	2021-2022 2022-2023

Outcome	Output	Output Indicators	Annual Targets					MTEF Period	
			Audited/ Actual Performance		Estimated Performance		MTEF Period		
			2016-2017	2017-2018	2018-2019	2019-2020			2020-2021
Sub-Programme 3	HR Implementation Report	Percentage implementation of the HR Implementation Plan	New target	New target	80% implementation of the HR Plan	100% implementation of the HR Plan	100% implementation of the HR Plan	100% implementation of the HR Plan	2021-2022 2022-2023
			New target	New target	80% implementation of the HR Plan	100% implementation of the HR Plan	100% implementation of the HR Plan	100% implementation of the HR Plan	2021-2022 2022-2023

Reports on the development of legislation, as per the legislative programme	Number of reports on the development of legislation, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme
Comprehensive human settlements legislation developed	Human settlements legislation developed	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme
4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislative framework, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme

Departmental Management's Sub-Programmes: Enterprise Architecture, Risk Management, Internal Audit, Special Investigations, Corporate Support, Executive Support and Financial Management

1.1.3 Output Indicators: Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Audit Action Plan implemented	Unqualified audit opinion with no matters of emphasis	Submission of financial statements and performance information on predetermined objectives for 2019/20 to AGSA	Unqualified Report Development of Audit Action Plan to address audit findings	Implementation and monitoring of Audit Action Plan	Implementation and monitoring of Audit Action Plan
Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Percentage implementation of the approved Internal Audit Plan	100% implementation of the approved Internal Audit Plan	15% implementation of the approved Internal Audit Plan	35% implementation of the approved Internal Audit Plan	60% implementation of the approved Internal Audit Plan	100% implementation of the approved Internal Audit Plan
Percentage of the approved Anti-Fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented	100% of the approved Anti-fraud and Corruption Implementation Plan implemented
Percentage implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan	46% implementation of the approved Risk Management Plan	66% implementation of the approved Risk Management Plan	86% implementation of the approved Risk Management Plan	100% implementation of the approved Risk Management Plan

Corporate service Sub-Programme: HR Management, IMS and Legal Services

Output Indicators: Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Percentage implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan	100% implementation of the HR Implementation Plan

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Number of reports on the development of legislation, as per the approved legislative programme	4 reports on the development of legislation, as per the approved legislative programme	1 report on the development of legislation, as per the approved legislative programme	1 report on the development of legislation, as per the approved legislative programme	1 report on the development of legislation, as per the approved legislative programme	1 report on the development of legislation, as per the approved legislative programme

1.1.4 Explanation of planned performance over the medium term period

The contribution of the Administration Programme to the Department's performance is through the provision of an effective and efficient administrative service to the line function, in order to implement policies and programmes geared to deliver sustainable human settlements.

The choice of the outcomes in Programme 1, are based on the promotion of good governance at the Department, consistent with national objectives is contained in the NDP and MTSF, on good governance. Good corporate governance is a foundation for efficient and effective service delivery. The achievement of an unqualified audit opinion with no matters of emphasis is an indication of effective and efficient internal controls implemented by the Department in its daily operations. This provides confidence in not only the processes and systems used, but also mainly on the management of the performance environment at large as well as the output items and outcomes.

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

Realignment of the organisational structure to support strategy is also one of the strategic enablers for the 5-year targets to be achieved. This entails adjusting 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 of this process contribute indirectly to the impact statement by ensuring that processes, systems and necessary controls are in place to support the implementation of programmes and projects aimed at delivering sustainable human settlements.

1.2 PROGRAMME 2: INTEGRATED HUMAN SETTLEMENTS PLANNING AND DEVELOPMENT PROGRAMME

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

Sub-Programmes: Management for IPDP: Macro Sector Planning, Macro Policy and Research, Monitoring and Evaluation (M&E), Public Entity Oversight, Grant Management, Capacity Building and Sector Support

1.2.2 Outcomes, Output, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated Performance	MTEF Period			
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sub-Programme 2			Macro Sector Planning						
Spatial transformation through multi-programme integration in priority development areas	Integrated implementation programmes for PDAs	Number of integrated implementation programmes for PDAs completed	New target	New target	New target	New target	19 integrated implementation programmes completed for PDAs	19 integrated implementation programmes completed for PDAs	19 integrated implementation programmes completed for PDAs
Manage the HSDG Project Readiness Programme	HSDG Project Readiness Programme managed in a number of provinces	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 provinces	Project Readiness Matrix implemented in 9 provinces	HSDG Project Readiness Matrix Programme managed in 9 provinces	HSDG Project Readiness Matrix Programme managed in 9 provinces	HSDG Project Readiness Matrix Programme managed in 9 provinces

Outcome	Output	Output Indicators	Annual Targets							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
Security of tenure	Revitalised distressed mining communities	Revitalisation of distressed mining communities programme managed in a number of provinces	11 Human settlements interventions implemented in mining towns	22 mining towns supported with human settlements development interventions	Provide implementation support for the Revitalisation of Distressed Mining Communities Program	Provide programme implementation support to 23 local municipalities in 6 provinces	Revitalisation of Distressed Mining Communities Programmes managed in 6 provinces	Revitalisation of Distressed Mining communities Programmes managed in 6 provinces	Revitalisation of Distressed Mining Communities Programmes managed in 6 provinces	Revitalisation of Distressed Mining Communities Programmes managed in 6 provinces
	Pre 1994 title deeds registered	Support provided on pre and post 1994 title deeds, post 2014 title deeds and new title deeds registered	14 title deeds eradicated	135 Title deeds backlog eradicated	81 929 pre and post-1994 title deeds issued as reported by the provinces. National department verification exercise totalled to 41 841	9 Provinces supported in the implementation of Title Deeds Restoration programme (pre and post 1994)	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds

Outcome	Output	Output Indicators	Annual Targets								
			Audited/ Actual Performance		Estimated Performance	MTEF Period					
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
Adequate housing and improved quality living environments	New title deeds registered	Support provided on new title deeds registered	New target	New target	New target	New target	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)
	PHP/Zenzeleni Policy implementation supported in the provinces	Number of provinces supported in the delivery of PHP/Zenzeleni	Consolidation of the institutional capacity for PHP is in progress Various provinces have been supported with the implementation of PHP and the support has	Supported eight (8) provinces and six (6) metros with implementation of the PHP Policy	9 Provinces supported with implementation of the PHP Policy	Six provinces supported in implementing the PHP Policy	9 Provinces supported in the delivery of housing through PHP/Zenzeleni Policy	9 Provinces supported in the delivery of housing through PHP/Zenzeleni Policy	9 Provinces supported in the delivery of housing through PHP/Zenzeleni Policy	9 Provinces supported in the delivery of housing through PHP/Zenzeleni Policy	9 Provinces supported in the delivery of housing through PHP/Zenzeleni Policy

		Annual Targets					MTEF Period		
Outcome	Output	Output Indicators	Audited/ Actual Performance			Estimated Performance	2020-2021	2021-2022	2022-2023
			2016-2017	2017-2018	2018-2019	2019-2020			
			2016-2017 yielded 8 498 PHP units	2017-2018	2018-2019	2019-2020			
Sub-Programme 3	Responsive policies	Research conducted	Macro Policy and Research						
			Existing policies	Existing policies	Policy Framework for Human Settlements developed	Policy framework for Human Settlements developed	1 research report on integrated human settlements planning and development drafted	Draft Policy framework on Integrated Human Settlements Planning and Development drafted	Policy Framework on Integrated Human Settlements Planning and Development drafted
Sub-Programme 4	Improved programme performance projects	Projects monitoring reports	Monitoring and Evaluation						
			96.6% of projects under implementation monitored and verified (HSDG and USDG)	99% of projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored (HSDG, , USDG and TRG)	100% of projects under implementation monitored (HSDG and USDG)	100% of projects under implementation monitored (HSDG and USDG)

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated Performance	MTEF Period			
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Evaluation study reports	Number of evaluation studies conducted	1 Evaluation study conducted (Affordable Housing)	Terms of Reference approved by Bid Adjudication Committee for advertisement on 8 March 2018	Upgrading of Informal Settlements Programme (UISP) three-year impact not completed	3 Evaluations conducted: <ul style="list-style-type: none"> UISP 3-year impact Rapid appraisal of Outcome 8 Impact of the Housing Chapters of the Integrated Development Plan (IDP) 	3 evaluation studies conducted	1 evaluation study conducted	1 evaluation study conducted
Sub-Programme 5	Public Entity Oversight (HDA, CSOS, EAAB and NHBRC)	Percentage of compliance with statutory tabling and prescripts	Compliant statutory reports	100% compliance with statutory tabling and prescripts complied to	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts

Outcome	Output	Output Indicators	Annual Targets					MTEF Period	
			Audited/ Actual Performance		Estimated Performance	2020-2021	2021-2022		2022-2023
			2016-2017	2017-2018					
Sub-Programme 6									
Improved expenditure outcomes	Final Human Settlements Framework gazetted	Approved Human Settlements Framework	Approved Human Settlements Framework	Approved Human Settlements Framework	Approved Human Settlements Framework	Approved Human Settlements Framework	Approved Human Settlements Framework	Approved Human Settlements Framework	
	Quarterly assessments conducted on human settlements grants (HSDG, USDG & TRG)	Number quarterly assessments conducted on human settlements grants	8 quarterly performance assessments conducted on human settlements grants	8 quarterly performance assessments conducted on human settlements grants	8 quarterly performance assessments conducted on human settlements grants	16 quarterly performance assessments conducted on human settlements grants (HSDG, USDG & TRG)	12 quarterly performance assessments conducted on human settlements grants (HSDG, USDG & TRG)	8 quarterly performance assessments conducted on human settlements grants (HSDG & USDG)	
Sub-Programme 7									
Improved sector capacity	Human Settlements Capacity Programm	Human Settlements Capacity Programm	New target	New target	New target	Human Settlements Sector Capacity Development	Human Settlements Sector Capacity development	100% implementation of the Human Settlements	
	Human Settlements Capacity Programm	Human Settlements Sector Capacity Programm	New target	New target	New target	Human Settlements Sector Capacity Development	Human Settlements Sector Capacity development	100% implementation of the Human Settlements	

Outcome	Output	Output Indicators	Annual Targets					MTEF Period				
			Audited/ Actual Performance		Estimated Performance	MTEF Period						
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021		2021-2022	2022-2023		
Spatial transformation through multi-programme integration in PDAs	e developed Partnering compacts	e developed Number of priority development areas partnering compacts coordinated	New target	New target	New target	Strategy developed	Programme developed	Sector Capacity Programme	Sector Capacity Programme	20 PDA partnering compacts coordinated	20 PDA partnering compacts coordinated	20 PDA partnering compacts coordinated

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme

1.2.2 Output indicators: Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 2	Macro Sector Planning				
Number of integrated implementation programmes for PDAs completed	19 integrated implementation programmes completed for PDAs	Progress report on the development of integrated implementation programmes for PDAs	Progress report on the development of integrated implementation programmes for PDAs	Progress report on the development of integrated implementation programmes for PDAs	19 integrated implementation programmes for PDAs completed
HSDG Project Matrix Programme managed in a number of provinces	HSDG Readiness Programme managed in 9 provinces	No target	No target	Report on HSDG project readiness of projects in 9 provinces, in line with draft provincial business plans	Report on HSDG project readiness of projects in 9 provinces, in line with final provincial business plans
Revitalisation of distressed mining communities programme managed in a number of provinces	Revitalisation of Distressed Mining Communities Programme managed in 6 provinces	Revitalisation of Distressed Mining Communities Programme managed in 6 provinces	Revitalisation of Distressed Mining Communities Programme managed in 6 provinces	Revitalisation of Distressed Mining Communities Programme managed in 6 provinces	Revitalisation of Distressed Mining Communities Programme managed in 6 provinces

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Support provided on pre and post 1994 title deeds, post 2014 title deeds and new title deeds registered	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds	Support provided to 9 provincial departments to register pre and post 1994 title deeds, post 2014 title deeds and new title deeds
Support provided on new title deeds registered	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)	Support provided to 9 provincial Departments to register new title deeds (2019-2024 MTSF)
Number of provinces supported in the delivery of PHP/Zenzeleni Policy	9 provinces supported in the delivery of PHP/Zenzeleni Policy	Three (3) provinces supported in the delivery of PHP/Zenzeleni policy	Five (5) provinces supported in the delivery of PHP/Zenzeleni policy	Seven (7) provinces supported in the delivery of PHP/Zenzeleni policy	Nine (9) provinces supported in the delivery of PHP/Zenzeleni policy

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 3	Macro Policy and Research				
Number of research reports and policies on integrated human settlements planning and development drafted	1 Research report on integrated human settlements planning and development drafted	Benchmark report	Draft research report	Policy issue paper on integrated human settlements planning and development	1 Research report on integrated human settlements planning and development drafted
Sub-Programme	Monitoring and Evaluation				
Percentage of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)	100% of projects under implementation monitored (HSDG, USDG and TRG)
Number of evaluation studies conducted	3 evaluation studies conducted	conceptual framework developed	3 conceptual frameworks developed	3 Inception reports on the evaluation studies 3 Literature review reports on evaluation studies	3 Evaluation studies conducted

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 5 Public Entity Oversight (HDA, CSOS, EAAB and NHBRC)					
Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts
Sub-Programme 6 Grant Management (HSDG, USDG & TRG)					
Approved Human Settlements Grants Framework	Approved Human Settlements Grants Framework	No target	No target	No target	Approved Human Settlements Grants Framework
Number of quarterly assessments conducted for human settlements grants	12 quarterly performance assessments conducted for human settlements grants (HSDG, USDG & TRG)	3 quarterly performance assessments conducted for human settlements grants	3 quarterly performance assessments conducted for human settlements grants	3 quarterly performance assessments conducted for human settlements grants	3 quarterly performance assessments conducted for human settlements grants
Sub-Programme 7 Capacity Building and Sector Support (PMU & Title Deeds Programme)					
Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Programme developed	Assess the required sector capacity for implementation of the Integrated Human Settlements and Development Programme	Assess the required sector capacity for implementation of the Integrated Human Settlements and Development Programme	Assess the required sector capacity for implementation of the Integrated Human Settlements and Development Programme	Human Settlements Sector Capacity Programme developed

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Number of PDAs partnering compacts coordinated	19 PDAs partnering compacts coordinated	Draft framework for partnering compacts coordinated	Framework for partnering compacts finalised	8 PDAs partnering compacts coordinated	11 PDAs partnering compacts coordinated

1.2.3 Explanation of planned performance over the medium-term period

The Integrated Residential Development Programme (IRDP) is one of four major programmes that have been implemented by the DHS. The programme facilitates the development of projects with a variety of land uses and income groups – full subsidy, Finance Linked Individual Subsidy Programme (FLISP), bonded housing and rentals - which will contribute to the development of sustainable communities. The subsidy quantum to enable the implementation of this programme has been updated regularly, and the programme policy and implementation was last reviewed in 2009. Implementation of the programme is expected to promote social, spatial and economic integration programme and also to facilitate participation by the private sector in low income housing. In partnership with the Department of Planning, Monitoring and Evaluation, the Department conducted evaluations and an expenditure review was conducted by National Treasury. These revealed a number of areas of weakness, the key finding being that the programme has not been fully implemented.

In order to address priority number four (4) of the MTSF, which is spatial integration, human settlements and local government, the Department is planning to conduct further research to enable revision of the programme that will provide an appropriate response in terms of investment into the 94 PDAs that have been identified for integration for spatial transformation and spatial justice. The Department is planning to re-zone 100% of the land acquired during the 2014-2019 MTSF period that falls within the PDAs for human settlements development. The Department plans to eradicate a percentage of the title deed backlog and issue title deeds to qualifying beneficiaries. The Department is also planning to support inter-governmental action in support of national development objectives and local needs through piloting, refining and implementing the District Development Coordination Model. During the current MTSF period, the Department plans to monitor and report on delivery of about 470 000 housing units and 300 000 serviced sites per annum, as well as other related suitable housing typologies listed in the Housing Code. This will include the development of infrastructure and green spaces.

Over and above the macro and micro planning, research and policy development, the Department is planning to receive, analyse, provide advice and approve business plans received from both provincial Human Settlements Departments and other relevant entities, and to direct a percentage of IRDP investment to the identified PHDAs. The Department is planning to monitor and report on the use of the universal design principles and adherence to part S of the SANS 1040,0 in order to address the needs of the vulnerable groups, especially people with a disability. The Department is also planning to develop a capacity building programme, in order to support the implementation of existing programmes. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the Human Settlements Grant, Urban Settlement Grant, Consolidated Capital Grant (CCG) and Finance Linked Individual Subsidies after analysing cash flows and advising the relevant entities and provinces on the linkages and alignment of cash flow with the programme planning process. The Department is also planning to monitor and report on compliance with the set aside policy framework of the Department. Over and above monitoring grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Act. The Department is also planning to oversee and supervise all agencies that support implementation of the programme, including: Housing Development Agency (HDA), Community Schemes Ombudsman Service, Social Housing Regulatory Authority, Property Practitioners Regulatory Authority and National Home Builders Registration Council (NHBRC).

1.3 PROGRAMME 3: INFORMAL SETTLEMENTS PROGRAMME

1.3.1 Programme Purpose: Provide policy, planning and capacity support for upgrading informal settlements, and oversee implementation of the Informal Settlements Upgrading Programme in terms of volume 4, part 3 of the 2009 housing

Sub-Programmes: Management of the ISP, Policy Research, M&E, Grant Management, Capacity Building and Sector Support

1.3.2 Outcomes, Output, Performance Indicators and Target

		Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
Outcome	Output	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sub-Programme 1: Management of the ISP								
Adequate housing and improved quality living environments	Output	Upgrading of informal settlements programme managed in provinces	New target	New target	New target	New target	Upgrading of informal settlements to programme managed in 9 provinces	Upgrading of informal settlements to programme managed in 9 provinces
	Output Indicators	Upgrading of Informal settlements to programme managed in a number of provinces	New target	New target	New target	New target	Upgrading of informal settlements to programme managed in 9 provinces	Upgrading of informal settlements to programme managed in 9 provinces
		283 Informal settlements assessed	41 Informal settlements assessed	493 Informal settlements assessed	200 Informal settlements assessed	100 Informal settlements assessed	100 Informal settlements assessed	100 Informal settlements assessed
Sub-Programme 3: Policy and Research								
Responsive policies	Research conducted	Number of research reports and policies on informal settlements upgrading drafted	Existing policies	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed	One research report on informal settlements upgrading drafted	One draft policy framework on informal settlements upgrading drafted	One revised policy on informal settlements upgrading approved

Outcome	Output	Output Indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Sub-Programme 4: Monitoring and Evaluation								
Improved programme performance projects	Projects monitoring reports	% of UISP projects under implementation monitored (HSDG and USDG)	96.6% of projects under implementation monitored and verified (HSDG and USDG)	99% of projects under implementation monitored and verified (HSDG and USDG)	100% of projects under implementation monitored and verified (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (ISUPG)	100% of UISP projects under implementation monitored (ISUPG)
	Evaluation study report	Number of evaluation studies conducted	1 Evaluation study conducted (Affordable Housing)	Terms of Reference approved by Bid Adjudication Committee for advertisement on 8 March 2018	UISP three-year impact study not completed	3 Evaluations conducted: <ul style="list-style-type: none"> • UISP 3-year impact • Rapid appraisal of Outcome 8 • The Impact of the Housing Chapters of the Integrated Developm 	1 UISP evaluation study conducted	1 UISP evaluation study conducted

Outcome	Output	Output Indicators	Audited/ Actual Performance					Annual Targets					
			2016-2017		2017-2018		2018-2019		Estimated Performance				
			2016-2017		2017-2018		2018-2019		MTEF Period				
									2019-2020	2020-2021	2021-2022	2022-2023	
									ent Plan (IDP)				
Sub-Programme 7: Capacity Building and Sector Support (NUSP)													
Improved sector capacity	Human Settlements Capacity Programme	Human Settlements Capacity Programme developed	New target	New target	New target	New target	Human Settlements Capacity Development Strategy developed	Human Settlements Capacity Development Programme developed	Human Settlements Sector Capacity development Programme developed	100% implementation of the Human Settlements Sector Capacity Programme	100% implementation of the Human Settlements Sector Capacity Programme	100% implementation of the Human Settlements Sector Capacity Programme	

1.3.3 Output Indicator, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 1: Management for ISP					
Upgrading of Informal settlements programme managed in a number of provinces	Upgrading of informal settlements programme managed in 9 provinces	Management of the informal settlements programme in 9 provinces	Management of the informal settlements programme in 9 provinces	Management of the informal settlements programme in 9 provinces	Management of the informal settlements programme in 9 provinces
Number of informal settlements assessed	100 Informal settlements assessed	No target	10 Informal settlements assessed	20 Informal settlements assessed	70 Informal settlements assessed

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 3: Policy and Research	3: Policy and Research				
Number of research reports and policies on informal settlement upgrading drafted	One research report on informal settlement upgrading drafted	Benchmark report	Draft research report	Policy Issue Paper on informal settlement upgrading	One research report on informal settlement upgrading drafted
Sub-Programme 4: Monitoring and Evaluation	4: Monitoring and Evaluation				
% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)	100% of UISP projects under implementation monitored (HSDG and USDG)
Number of evaluation studies conducted	1 UISP evaluation study conducted	1 UISP conceptual framework developed	1 UISP conceptual framework developed	1 Inception report on the evaluation study 1 UISP literature review report on evaluation study	Evaluation study conducted
Sub-Programme 7: Capacity building and Sector Support (NUSP)	7: Capacity building and Sector Support (NUSP)				
Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Programme Developed	Assess the required sector capacity for the implementation of the informal settlements programme	Assess the required capacity successful implementation of the MTSF targets in line with UISP	Assess the required capacity for successful implementation of the MTSF targets in line with UISP	Human Settlements Sector Capacity Programme developed

1.3.4 Explanation of planned performance over the medium-term period

The UISP is one of the priority programmes of the Department, which assists government to confront the issue of poverty, unemployment and inequality. Approval of the Informal Settlement Upgrading Policy was last reviewed in 2009, whilst the subsidy quantum that is applicable in enabling the UISP has been updated regularly. There are about 2700 informal settlements that require upgrading, the majority of which are located on land that is not suitable for housing and human settlements development. The baseline assessment for a future impact evaluation study of informal settlements recommended that: the UISP be revised; funding for UISP be increased; the programme must involve a range of stakeholders, including grassroots organizations, private developers, all tiers of government, relevant agencies and various sector Departments, especially the Departments that deal with land, agriculture and social development.

As part of addressing priority 4 which spatial integration, human settlements and local government, the Department is planning to conduct research, amend existing legislation (such as PIE), revise policies, and amend norms and standards that are applicable to upgrading informal settlements. The Department is planning to receive, analyse, provide advice and approve informal settlement upgrading plans received from both provincial Human Settlements Departments and municipalities, and advise that a percentage of the investment is earmarked for informal settlements and should be directed to the identified PHDAs.

During the current MTSF period, the Department plans to monitor and report on the formalisation and upgrading of 1500 informal settlements to Phase 3. This translates into delivering 300 informal settlements per annum. The Department is planning to ensure that the universal design principle is used to address the needs of vulnerable groups, especially people with a disability.

The Department is also planning to develop a Capacity Building Programme to support the implementation of the UISP. Over and above the above policy, planning, monitoring and capacity building efforts, the Department is planning to disburse the informal settlement component of the HSG and the informal settlement component of USG after receiving and analysing cash flows, and advising provinces and municipalities about these cash flows. The Department is also planning to monitor and report on compliance with the set aside policy framework of the Department. Over and above monitoring grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, the Housing Land Development Agency Act and other relevant pieces of legislation, including the Spatial Land Use Management Act. The Department is also planning to oversee and supervise the services that are provided through the National Upgrading Support Programme and the Land Development Agency, which is one of its entities that supports the programme of upgrading informal settlements.

1.4 PROGRAMME 4: RENTAL AND SOCIAL HOUSING PROGRAMME

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

Sub-Programmes: Management for Rental and Social Housing Programme, Policy and Research, M&E, Public Entity Oversight (SHRA) Capacity Building and Sector Support

1.4.2 Outcomes, Output, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/ Actual Performance				Annual Targets			
			2016-2017		2017-2018		2018-2019		Estimated Performance	MTEF Period
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	
Sub-Programme 1: Management for Rental and Social Housing Programme										
Adequate housing and improved quality of living environment	Rental and Social Housing Programme managed in provinces	Rental and Social Housing Programme managed in a number of provinces	New target	New target	New target	New target	Support provided for the delivery of 3 000 social housing units	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces
	Community Residential Units (CRU) Programme managed in provinces	CRU Programme managed in a number of provinces	New target	New target	New target	Support provided for the implementation of Programme to deliver 400 CRUs delivered	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces	

Outcome	Output	Output Indicators	Annual Targets					MTEF Period
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	
Responsive policies	Draft policy frameworks on social and rental interventions	Number of draft policies on social and rental interventions developed	Existing policies	Existing policies	Policy Framework for Human Settlements developed	1 Draft policy framework on social and rental interventions developed	Final policy framework on rental interventions developed	Policy guidelines on social and rental interventions developed
			Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed	Policy Framework for Human Settlements developed
Improved programme projects	Social and Rental Housing Projects monitoring reports	% of Social/Rental housing Projects under implementation monitored	Monitoring and Evaluation					100% of Social and Rental Housing Projects under implementation monitored
			96.6% of projects under implementation monitored and verified	99% of projects under implementation monitored and verified	100% of projects under implementation monitored and verified	100% of Social and Rental Housing Projects under implementation monitored and verified	100% of Social and Rental Housing Projects under implementation monitored	
Evaluation studies reports	Number of evaluation studies completed	1 Evaluation study conducted (affordable housing)	Terms of Reference approved by Bid Adjudication Committee for advertisement on 8	UISP three-year impact not complete	3 Evaluations conducted: <ul style="list-style-type: none"> UISP 3-year impact Rapid appraisal of Outcome 8 Impact of the Housing Chapters of the Integrated Development Plan (IDP) 	1 evaluation study conducted	1 evaluation study conducted	No target
		1 Evaluation study conducted (affordable housing)	Terms of Reference approved by Bid Adjudication Committee for advertisement on 8	UISP three-year impact not complete	3 Evaluations conducted: <ul style="list-style-type: none"> UISP 3-year impact Rapid appraisal of Outcome 8 Impact of the Housing Chapters of the Integrated Development Plan (IDP) 	1 evaluation study conducted	1 evaluation study conducted	No target

Outcome	Output	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance		MTEF Period	
			2016-2017	2017-2018 March 2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Sub-Programme 5: Public Entity Oversight (SHRA)									
A functional, efficient and integrated government	Compliant statutory reports	Percentage of compliance with statutory tabling and prescripts	New target	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts
Sub-Programme 7: Capacity Building and Sector Support									
Improved sector capacity	A Human Settlements Capacity Programme	A Human Settlements Sector Capacity Programme developed	New target	New target	New target	A Human Settlements Sector Capacity development Programme developed	A Human Settlements Sector Capacity development Programme developed	100% implementation of the Human Settlements Sector Capacity Development Programme	100% implementation of the Human Settlements Sector Capacity Development programme

1.4.3 Output Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 1: Management for Rental and Social Housing Programme					
Rental and Social Housing Programme managed in a number of provinces	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces	Rental and Social Housing Programme managed in 9 provinces
CRU Programme managed in a number of provinces	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces	CRU Programme managed in 9 provinces
Sub-Programme 3: Policy and Research					
Number of draft policies on social and rental interventions developed	1 Draft policy framework on social and rental interventions developed	Benchmark research report	Policy issue Paper developed	Draft Policy on Social and Rental Interventions Framework developed	Socio-economic impact assessment report on social and rental interventions
Sub-Programme 4: Monitoring and Evaluation					
% of Social and Rental Housing Projects under implementation monitored	100% of Social and Rental Housing Projects under implementation monitored	100% of Social and Rental Housing Projects under implementation monitored	100% of Social and Rental Housing Projects under implementation monitored	100% of Social and Rental Housing Projects under implementation monitored	100% of Social and Rental Housing Projects under implementation monitored
Number of evaluation studies conducted	1 evaluation study conducted	2 conceptual frameworks developed	1 conceptual framework developed	1 Inception report on the evaluation study 1 Literature review reports on evaluation studies	1 evaluation study conducted

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 5: Public Entity Oversight (SHRA)					
Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts
Sub-Programme 7: Capacity Building and Sector Support					
Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Programme developed	Assess the required capacity for implementation of the Social and Rental Housing Programme	Assess the required capacity for implementation of the Social and Rental Housing Programme	Assess the required capacity for implementation of the Social and Rental Housing Programme	Human Settlements Sector Capacity Programme developed

1.4.4 Explanation of Planned Performance over the Medium-term Period

The Rental Programme is one of four major programmes that is being implemented by the DHS. The Department's Rental Programme includes the Social Housing Programme, the CRU Programme and the Institutional Housing Programme. However, the rental space includes an understated local government-led rental programme, informal rentals (generally known as backyard rental accommodation) and another class of rental that is provided by private sector actors who do not receive subsidies from 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. There is acknowledgement that both formal and informal rentals co-exist and have had an inadequate response in existing rental demand. Census 2011 pointed out that there is an increase in the demand for rental housing. The number of rented households, as measured by StatsSA, showed absolute growth of over 30% for the period 2001 to 2011.

This is evidenced by the increasingly large proportion of South African households that indicated that they opt to rent, rather than own their accommodation. The SHRA (2014d) has estimated that, based on the total number of households that are in the target income bands living in informal settlements and backyard accommodation, the demand for affordable rental accommodation is about 1,5 million households. It acknowledged that economic factors, growing urban migration (particularly into metropolitan cities), insufficient delivery of housing on an ownership basis (both in respect of the subsidy and affordable housing markets) and difficulties in accessing mortgage loans (due to high levels of indebtedness), are driving the demand for rental housing. In order to respond to the demand for rental housing, the Department is planning to conduct research, amend legislation and revise existing norms and standards for the Social

Housing and Hostel Redevelopment Programme. Whilst the research and policy review is undertaken, the Department is planning to receive, analyse, provide advice and approve rental plans received from both provincial Human Settlements Departments and the SHRA, and to direct a percentage of rental programme investment to the identified PHDAs.

During the current MTSF period, the Department plans to monitor and report on the delivery of about 30 000 social housing units and 12 000 CRUs. This has been translated into delivering 6000 social housing units and 3000 CRUs per annum. 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, in order to support 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. Over and above monitoring grant performance, the Department will carry out all roles and responsibilities stipulated in the Housing Act, Social Housing Act and Rental Act. The Department is also planning to oversee and supervise the SHRA, which is one of its entities that support the delivery of rental housing opportunities.

1.5 PROGRAMME 5: AFFORDABLE HOUSING PROGRAMME

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

Sub-Programmes: Management for Affordable Housing Programme, Policy and Research, M&E, Public Entity Oversight (NHFC/HSDB), Grant Management (FLISP and other DSS) and Capacity Building and Sector Support

1.5.2 Outcomes, Output, Performance Indicators and Targets

Outcome	Output	Annual Targets					MTEF Period	
		Audited/ Actual Performance		Estimated Performance	MTEF Period			
		2016-2017	2017-2018		2018-2019	2020-2021		2021-2022
Sub-Programme 3	Policy and Research							
Responsive policies	Research document on affordable housing	Existing policies	Existing policies	Policy Framework for Human Settlements developed	Policy framework for Human Settlements developed	1 Research report on affordable housing developed	Draft Policy Framework on Affordable Housing developed	Final Policy Framework on Affordable Housing developed
Sub-Programme 4	Monitoring and Evaluation							
Improved programme performance projects	FLISP subsidies disbursed monitoring reports	New target	New target	New target	FLISP subsidies disbursed monitoring reports	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored
	Evaluation studies reports	1 Evaluation study conducted (affordable)	Terms of Reference approved by Bid Adjudication	The UISP three year impact not complete	3 Evaluations conducted: • UISP 3-year impact	1 evaluation study conducted	1 evaluation study conducted	No target

		Annual Targets				MTEF Period	
		Audited/ Actual Performance		Estimated Performance			
		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Outcome	Output	Output Indicators					
			Committee for advertisement on 8 March 2018		<ul style="list-style-type: none"> Rapid appraisal of Outcome 8 The Impact of the Housing Chapters of the Integrated Development Plan (IDP) 		
Sub-Programme 5: Public Entity Oversight (NHFC/ HSDB)							
A functional, efficient and integrated government	Compliant statutory reports	Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts complied to	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts
Sub-Programme 6:							
Improved expenditure outcomes	Quarterly performance assessments on number of households that received	Number of quarterly performance assessments on number of households that	2 660 subsidies allocated	2 295 subsidies allocated to approved beneficiaries	1 645 subsidies allocated to approved beneficiaries	4 quarterly performance assessments on number of households that received financial	4 quarterly performance assessments on number of households that received financial

Outcome	Output	Output Indicators	Annual Targets					MTEF Period	
			Audited/ Actual Performance		Estimated Performance	2020-2021	2021-2022		2022-2023
			2016-2017	2017-2018					
	financial assistance and purchased units through FLISP	received financial assistance and purchased units through FLISP					purchased units through FLISP	financial assistance and purchased units through FLISP	assistance and purchased units through FLISP
Sub-Programme 7:			Capacity building and Sector Support						
Improved sector capacity	Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Programme developed	New target	New target	New target		Human Settlements Sector Capacity development Programme developed	Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Programme developed

1.5.3 Output Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme 3: Policy and Research					
Number of research studies on affordable housing developed	1 Research study on affordable housing developed	Benchmark report	Draft research report	Consultative paper on affordable housing	1 research report on affordable housing
Sub-Programme 4: Monitoring and Evaluation					
% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored	100% of FLISP subsidies disbursed monitored
Number of evaluation studies conducted	1 Evaluation study conducted	1 Conceptual framework developed	1 Conceptual framework developed	1 Inception report on the evaluation study	1 Final report on the evaluation study 1 Evaluation study conducted
Sub-Programme 5: Public Entity Oversight (NHFC/ HSDB)					
Percentage of compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescript	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts	100% compliance with statutory tabling and prescripts

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Sub-Programme Grant Management 6: (FLISP and other DSS)					
Number of quarterly performance assessments on number of households that received financial assistance and purchased units through FLISP	4 quarterly performance assessments on number of households that received financial assistance and purchased units through FLISP	1 performance assessment of FLISP conducted on subsidies allocated to approved beneficiaries	1 quarterly performance assessment on number of households that received financial assistance and purchased units through FLISP	1 quarterly performance assessment on number of households that received financial assistance and purchased units through FLISP	1 quarterly performance assessment on number of households that received financial assistance and purchased units through FLISP
Sub-Programme 7: Capacity Building and Sector Support					
Human Settlements Sector Capacity Programme developed	Human Settlements Sector Capacity Development Programme	Assess required capacity for implementation of the Affordable Housing Programme	Assess the required capacity for implementation of the Affordable Housing Programme	Assess the required capacity for implementation of the Social and Rental Housing Programme	Human Settlements Sector Capacity Programme developed

1.5.4 Explanation of Planned Performance over the Medium Term Period

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

The Department is planning to develop a FLISP guideline that will guide provinces, re-model 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 will assist the sector to significantly reduce the turnaround time for implementing FLISP. Through the policy consultative process, the Department is planning to play a facilitative role, by convening ongoing engagement sessions between the Department, NHFC and Department of Public Service Administration (DPSA) to enable GEHS to interface with FLISP.

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

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

5. PROGRAMME RESOURCES CONSIDERATION

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

Expenditure Estimates Programmes	Audited outcome				Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R'000								
Administration	423 034	422 485	413 730	469 257	506 438	536 952	559 220	
Integrated Human Settlements Planning and Development	29 398 266	31 688 133	30 452 945	31 785 365	28 912 404	21 274 866	21 702 529	
Informal Settlements	80 430	86 816	317 893	522 907	567 380	8 431	8 924	
Rental and Social Housing	508 117	940 414	850 898	850 796	891 174	941 448	971 115	
Affordable Housing	177 384	232 637	159 918	233 589	447 520	603 903	633 412	
Total	30 587 231	33 370 485	32 195 384	33 861 914	31 324 916	31 788 559	32 790 834	

Relating expenditure trends to strategic outcome oriented goals

The DHS is committed to the NDP's vision of transforming human settlements and the spatial economy to create functionally integrated, balanced and vibrant urban settlements by 2030. Outcome 8 (sustainable human settlements and improved quality of household life) of government's 2019-24 MTSF is aligned with this vision and guides the work of the Department, as well as its commitment to improving institutional capacity and coordination across government.

During the next MTEF period, the Department will focus on ensuring that poor households have access to adequate housing in better living environments, creating a functional housing market, and focussing on upgrading informal settlements. It will: invest in delivering integrated communities; upgrade informal settlements; and provide affordable rental housing, outstanding title deeds to beneficiaries of state-subsidised housing, and temporary shelter to people affected by housing emergencies, such as fires.

Economic Classification	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
	R'000						
Current payments	657 797	658 162	679 169	812 596	947 706	1 003 989	
<i>Compensation of employees</i>	325 288	345 939	345 026	402 634	433 490	481 741	
<i>Goods and services</i>	332 497	312 223	334 143	409 962	514 216	562 248	
<i>Interest and rent on land</i>	12	-	-	-	-	-	
Transfers and subsidies	29 822 601	32 543 272	31 425 811	32 989 219	30 373 603	31 742 861	
<i>Provinces and municipalities</i>	29 123 459	31 351 590	30 333 953	31 798 901	28 934 117	30 025 642	
<i>Departmental agencies and accounts</i>	682 395	1 167 031	1 079 034	1 172 884	1 428 013	1 704 152	
<i>Higher education institutions</i>	3 500	-	-	3 500	-	-	
<i>Foreign governments and international organisations</i>	1 923	2 121	4 245	3 085	3 395	3 946	
<i>Public corporations and private enterprises</i>	5 000	10 932	-	-	-	-	
<i>Non-profit institutions</i>	-	-	-	-	-	-	
<i>Households</i>	6 324	11 598	8 579	10 849	8 078	9 121	
Payments for capital assets	6 610	18 580	9 758	9 865	3 607	3 984	
<i>Buildings and other fixed structures</i>	-	-	-	-	-	-	
<i>Machinery and equipment</i>	6 539	18 580	9 722	9 865	3 607	3 984	
<i>Software and other intangible assets</i>	71	-	36	-	-	-	
Payments for financial assets	100 223	150 471	80 646	50 234	-	-	
Total	30 587 231	33 370 485	32 195 384	33 861 914	31 324 916	32 790 834	

The Department has a total budget of R105.6 billion for the MTEF period, increasing at an average annual rate of 4.3%, from R32.3 billion in 2018/19 to R36.6 billion in 2021/22. Despite these reductions, the Department aims to deliver 1.5 million housing opportunities by 2019, as determined by government's 2019-2024 MTSF

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

As a result of the Cabinet-approved budget reduction of R14.6 billion over the MTEF period, the Department's allocation is set to decrease at an average annual rate of 1.1%, from R33.9 billion in 2019/20 to R32.8 billion in 2022/23. The reductions are largely effected on conditional grants to provinces and metropolitan cities for the development of housing and related infrastructure, due to government's broad imperative to reduce public spending.

Reconciling Performance Targets with the Budget and MTEF 2019/22

Programme 1: Administration

Sub-Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (indicative)		
	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
R '000							
Ministry	75 621	73 924	70 036	60 689	64 245	67 890	70 832
Departmental Management	63 882	54 544	62 411	87 945	96 029	102 095	103 751
Corporate Services	189 215	191 162	171 632	207 707	224 700	238 191	249 216
Property Management	47 093	48 086	50 577	43 332	50 830	53 621	56 120
Financial Management	47 223	54 769	59 074	69 584	70 634	75 155	79 301
Total	423 034	422 485	413 730	469 257	506 438	536 952	559 220

Economic Classification	Audited Outcome				Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R'000								
Current payments	416 134	404 457	404 322	458 601	504 191	534 581	556 746	
<i>Compensation of employees</i>	195 869	209 255	206 228	239 327	261 221	278 300	288 021	
<i>Goods and services</i>	220 265	195 202	198 094	219 274	242 970	256 281	268 725	
<i>Interest and rent on land</i>	-	-	-	-	-	-	-	
Transfers and subsidies	1 521	684	472	3 355	-	-	-	
<i>Provinces and municipalities</i>								
<i>Departmental agencies and accounts</i>								
<i>Higher education institutions</i>								
<i>Foreign governments and international organisations</i>								
<i>Public corporations and private enterprises</i>								
<i>Non-profit institutions</i>								
<i>Households</i>	1 521	684	472	3 355	-	-	-	
Payments for capital assets	5 222	17 086	8 565	7 208	2 247	2 371	2 474	
<i>Buildings and other fixed structures</i>	-	-	-	-	-	-	-	
<i>Machinery and equipment</i>	5 165	17 086	8 549	7 208	2 247	2 371	2 474	
<i>Software and other intangible assets</i>	57	-	36	-	-	-	-	
Payments for financial assets	157	258	351	93	-	-	-	
Total	423 034	422 485	413 730	469 257	506 438	536 952	559 220	

This programme allocation grows from R469.2 million in 2019/20 to R559.2 million in 2022/23, i.e. an average increase of 6% over MTEF. The programme's biggest cost drivers (apart from compensation of employees), are funds provided for internal audit activities and special investigations, computer services, and travel and subsistence. The programme mainly provides strategic leadership to the sector and Department, as well as support to the Department.

Programme 2: Integrated Human Settlements Planning and Development

Sub-Programmes	Audited Outcome	Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)
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R '000	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Management of Integrated Human Settlements Planning & Development Programme	3 624	3 334	3 159	3 717	3 958	4 184	4 408
Macro Sector Planning	13 943	20 274	10 544	14 501	18 000	19 050	20 067
Macro Policy and Research	36 278	36 143	36 691	49 655	56 383	59 744	62 941
Monitoring and Evaluation	33 430	36 578	36 038	58 005	59 862	63 817	68 175
Public Entity Oversight	187 532	240 068	253 282	262 158	260 775	275 267	288 091
Grant Management	29 123 459	31 351 590	30 091 439	31 372 901	28 480 426	20 818 304	21 222 847
Capacity Building and Sector Support	0	146	21 792	24 428	33 000	34 500	36 000
Total	29 398 266	31 688 133	30 452 945	31 785 365	28 912 404	21 274 866	21 702 529

Economic Classification	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)			
	R '000	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22
Current payments		81 701	84 029	107 201	148 510	170 513	180 566	190 826
Compensation of employees		52 257	53 598	54 555	66 673	72 815	77 503	81 782
Goods and services		29 441	30 431	52 646	81 837	97 698	103 063	109 044
Interest and rent on land		3	-	-	-	-	-	-
Transfers and subsidies		29 316 103	31 603 433	30 345 254	31 635 059	28 741 201	21 093 571	21 510 938
Provinces and municipalities		29 123 459	31 351 590	30 091 439	31 372 901	28 480 426	20 818 304	21 222 847
Departmental agencies and accounts		187 532	240 068	253 282	262 158	260 775	275 267	288 091
Higher education institutions		-	-	-	-	-	-	-
Foreign governments and international organisations		-	-	-	-	-	-	-
Public corporations and private enterprises		5 000	10 932	-	-	-	-	-
Non-profit institutions		-	-	-	-	-	-	-
Households		112	843	533	-	-	-	-
Payments for capital assets		448	669	464	1 692	690	729	765
Buildings and other fixed structures		-	-	-	-	-	-	-
Machinery and equipment		434	669	464	1 692	690	729	765
Software and other intangible assets		14	-	-	-	-	-	-
Payments for financial assets		14	2	26	104	-	-	-

Total	29 398 266	31 688 133	30 452 945	31 785 365	28 912 404	21 274 866	21 702 529
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Integrated Human Settlements

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

Integrated housing developments are funded mainly through the *Urban Settlements Development Grant* and the *Human Settlements Development Grant* - both in the *Integrated Human Settlements Planning and Development Programme*. To deliver mixed-use, mixed-income and integrated settlements, the Department is expected to spend R71.9 billion over the MTEF period, through housing and infrastructure subsidies delivered through provinces, municipalities and public entities such as the HDA. Of this amount, an estimated R23.7 billion is allocated to metropolitan cities for bulk and related infrastructure through the *Urban Settlements Development Grant*, whereas provinces are allocated an estimated R42.2 billion for housing and related infrastructure through the *Human Settlements Development Grant*.

Programme 3: Informal Settlements

Sub-Programmes	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
R'000				2019/20	2020/21	2021/22	2022/23
Management of the ISP	3 252	8 133	5 232	5 312	5 242	5 521	5 910
Grant Management	20 001	22 975	266 539	453 883	489 723	8 352 065	8 841 622
Capacity Building and Sector Support	57 177	55 708	46 122	63 712	72 415	73 804	77 026
Total	80 430	86 816	317 893	522 907	567 380	8 431 390	8 924 558

Economic Classification	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
R'000				2019/20	2020/21	2021/22	2022/23
Current payments	80 119	86 515	74 518	96 705	113 528	117 410	121 580

Compensation of employees	26 610	29 969	33 661	38 538	39 316	41 863	43 885
Goods and services	53 500	56 546	40 857	58 167	74 212	75 547	77 695
Interest and rent on land	9	-	-	-	-	-	-
Transfers and subsidies	92	-	243 091	425 000	453 691	8 313 809	8 802 795
Provinces and municipalities	-	-	242 514	426 000	453 691	8 313 809	8 802 795
Departmental agencies and accounts							
Higher education institutions							
Foreign governments and international organisations							
Public corporations and private enterprises							
Non-profit institutions							
Households	92	-	577	-	-	-	-
Payments for capital assets	177	274	83	178	161	171	183
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	177	274	83	178	161	171	183
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	42	27	201	24	-	-	-
Total	80 430	86 816	317 893	522 907	567 380	8 431 390	8 924 558

Upgrading informal settlements

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

The sector will rely on participation from communities and community-based organisations to inform the planning and design of informal settlements, as it implements the upgrades. This will enable households to invest in their communities, especially those that do not qualify for full housing subsidies. An estimated R20.1 billion is allocated for the upgrading of informal settlements over the next three years via the ISP. Of this amount, R2.3 billion is to be spent in cities through: a component in the USDG in 2020/21; R1.7 billion in provinces through a component in the HSDG in 2020/21; and R16.1 billion in cities and provinces through the new Informal Settlements Upgrading Partnership Grant in 2021/22 and 2022/23.

Programme 4: Rental and Social Housing

Sub-Programmes	Audited Outcome				Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)			
	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	
R'000									
Management of the Rental and Social Housing Programme	3 937	3 738	3 712	4 750	4 912	5 170	5 413		
Public Entity Oversight	494 863	926 963	825 752	810 726	817 553	861 502	892 512		
Capacity Building and Sector Support	9 317	9 713	21 434	35 320	68 709	74 776	73 190		
Total	508 117	940 414	850 898	850 796	891 174	941 448	971 115		

Economic Classification	Audited Outcome				Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)			
	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	
R'000									
Current payments	13 103	13 369	25 002	39 898	73 439	79 754	78 402		
Compensation of employees	8 616	10 356	9 477	10 786	10 732	11 417	12 134		
Goods and services	4 487	3 013	15 525	29 112	62 707	68 337	66 268		
Interest and rent on land	-	-	-	-	-	-	-		
Transfers and subsidies	494 863	926 963	825 811	810 726	817 553	861 502	892 512		
Provinces and municipalities									
Departmental agencies and accounts	494 863	926 963	825 752	810 726	817 553	861 502	892 512		
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	-	-	59	-	-	-	-		
Payments for capital assets	151	82	73	172	182	192	201		
Buildings and other fixed structures									
Machinery and equipment	151	82	73	172	182	192	201		
Software and other intangible assets									
Payments for financial assets	-	-	12	-	-	-	-		
Total	508 117	940 414	850 898	850 796	891 174	941 448	971 115		

Affordable Rental Housing

The Department is committed to providing rental and social housing to support the affordable housing market, which requires flexibility in tenure in a dynamic and changing economic environment. To support this objective, spending in the *Rental and Social Housing Programme* funding is expected to increase from R850.8 million in 2019/20 to R971.1 million in 2022/23, at an average annual rate of 4.5%.

To accelerate the delivery of well-located, affordable rental and social housing, the Department plans to provide capital subsidies to accredited SHIs through the SHRA to lower the cost of construction for developers and the cost of occupation for tenants. The authority is expected to provide R2.3 billion in subsidies over the medium term.

Programme 5: Affordable Housing

Sub-Programmes	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure estimates Indicative		
	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
R '000							
Management of the Affordable Housing Programme	3 586	3 115	3 152	3 917	4 071	4 311	4 543
Public entity oversight	116 137	162 310	92 581	165 247	365 623	516 504	540 697
Capacity building and sector support	57 661	67 212	64 185	64 425	77 826	83 088	88 172
Total	177 384	232 637	159 918	233 589	447 520	603 903	633 412
Economic Classification	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates (Indicative)		
R '000	2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Current payments	66 740	69 792	68 126	68 862	86 035	91 474	96 435
<i>Compensation of employees</i>	41 936	42 761	41 105	47 370	49 406	52 584	55 919

Goods and services	24 804	27 031	27 021	21 572	36 629	38 890	40 516
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	10 022	12 192	11 183	114 079	361 158	512 085	536 616
<i>Provinces and municipalities</i>							
Departmental agencies and accounts	-	-	-	100 000	349 685	499 600	523 549
Higher education institutions	3 500	-	-	3 500	-	-	-
Foreign governments and international organisations	1 923	2 121	4 245	3 085	3 395	3 770	3 946
Public corporations and private enterprises							
Non-profit institutions							
Households	4 599	10 071	6 938	7 494	8 078	8 715	9 121
Payments for capital assets	612	469	553	615	327	344	361
<i>Buildings and other fixed structures</i>							
Machinery and equipment	612	469	553	615	327	344	361
Software and other intangible assets							
Payments for financial assets	100 010	150 184	80 056	50 013	-	-	-
Total	177 384	232 637	159 918	233 589	447 520	603 903	633 412

Affordable Housing Finance

The provision of affordable housing is an important aspect of supporting the housing market. As household incomes have increased over time, many have found themselves in a position where they earn too much to qualify for a full housing subsidy, but too little to qualify for a mortgage loan that matches income-related housing supply. The Department is working to enhance affordable housing finance programmes to assist this growing segment, by providing lump-sum deposits to qualifying beneficiaries to lower their monthly repayments. Funding for this priority area is in the Affordable Housing Programme, in which spending is expected to increase from R233.6 million in 2019/20 to R633.4 million in 2022/23 at an average annual rate of 39.4%. This increase is largely driven by additional allocations of R1.3 billion over the MTEF period for the NHFC's finance-linked individual subsidy programme.

6. KEY RISKS AND MITIGATIONS

Outcomes	Key Risks	Risk Mitigation Measures
Responsive policies	Lack of adherence to sector transformation targets by provinces and municipalities	To establish a support programme to encourage sector transformation
Improved expenditure outcomes	Misalignment of practice to the Housing Act and the Code Grants not monitored effectively and efficiently	<p>To review existing policies and programmes</p> <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 • d) Coordinated and thorough analysis of provincial business plans with Planning, Programme & Project Planning and M&E units prior to approval of business plans
Adequate housing and improved quality of living environments	Inability by provinces to plan and execute plans according to their stated financial projections	<ul style="list-style-type: none"> • Business plans to be thoroughly assessed prior to approval by NDoHS • Regular engagement sessions to be held with provinces regarding annual allocations, a project readiness matrix and achievement of set MTSF targets • c) Quarterly performance reviews to be held • NHFC to develop a marketing and implementation strategy to other provinces
	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"> b) IT system to be developed to ensure accessibility to NHFC from all provinces
Improved sector capacity	Inadequate technical capacity in the sector to deliver on the MTSF priorities	<ul style="list-style-type: none"> Development and implementation of a capacity development programme Investment of human and financial resources in the implementation of a Capacity Development Programme
Spatial transformation through multi-programme integration in PDAs	Lack of spatial targeting for human settlements 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
A functional, efficient and integrated Government	Fraud and corruption	<ul style="list-style-type: none"> Implement the Anti-Fraud and Corruption Strategy Collaborate with law enforcement agencies
	Failure of governance structures	<ul style="list-style-type: none"> Implementation of a combined assurance framework and plan Independent assurance review and 360-degree review year plan / schedule of meetings
	Unresolved departmental structure review process	<ul style="list-style-type: none"> Accelerated finalization of the revised structure aligned to the MTSF and objective based budget structure Finalise internal and external consultations Facilitate approval of the revised structure Implement approved revised structure
	Inability to provide HR capacity and skills to support achievement of the departmental mandate	<ul style="list-style-type: none"> Develop and implement framework to ensure filling of vacant funded posts within set timelines Conduct a skills audit to establish current and future skills base

		<ul style="list-style-type: none"> Implement outcomes of the skills audit to address skills gaps
Utilization of the NHNR is based on negotiations without an approved Allocation Policy	Existing Application that is maintained and enhanced	
Dependency on the completion of the process to map departmental and human settlements delivery processes and an approved delivery model	<ul style="list-style-type: none"> Maintenance of the current HSS environment Service Level Agreement annexures with State Information Technology Agency (SITA) 	
Network services not available Infrastructure services not available Unscheduled power failures	<ul style="list-style-type: none"> Efficient management of service level agreements (SLAs) to ensure adherence to contractual terms and conditions in order to improve Infrastructure services availability Quarterly proactive maintenance of IT infrastructure services Quarterly maintenance of environmental variable for all departmental datacentres 	
Unreliable reported performance information	<ul style="list-style-type: none"> Verification and validation of reported performance information Request supporting documentation during verification Quarterly performance reviews 	

7. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Community Schemes Ombud Services (CSOS)	The CSOS was established in June 2011 in terms of the Community Schemes Ombud Service Act, 2011 (Act No. 9 of 2011). The mandate of	<ul style="list-style-type: none"> An effectively-regulated community sector 	Operational Grant: R23,675

<p>National Housing Corporation (NHFC)</p>	<p>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</p>	<ul style="list-style-type: none"> • Disputes resolved • A financially viable and sustainable organization • Empowered stakeholders • Community scheme sector value chain transformed • Effective and efficient administration and governance 	
<p>National Housing Finance Corporation (NHFC)</p>	<p>The NHFC was established in 1996 in terms of Companies Act, 1973 (Act No. 61 of 1973). The NHFC was established in 1996 as a DFI, with the principal mandate of broadening and deepening access to affordable housing finance for the 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.</p>	<ul style="list-style-type: none"> • 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 in the housing market • A sustainable, effective and efficient HSDB 	<p>FLISP – Operational grant: R15,435 FLISP – Subsidy grant: R334,250</p>
<p>Social Housing Regulatory Authority (SHRA)</p>	<p>The SHRA was established in August 2010 in terms of the Social Housing Act, 2008 (Act No. 16 of 2008).</p>	<ul style="list-style-type: none"> • Quality affordable social housing for rental delivered in strategically located areas 	<p>Operational grant: R69,378 Institutional Investment grant: R22,428 CCG: R725,747</p>

	<p>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.</p>	<ul style="list-style-type: none"> • Enhanced performance of delivery agents and projects • Increased number of capacitated municipalities and provincial Departments that are able to deliver on their roles and responsibilities, as prescribed in the Social Housing Act • An effectively regulated and sustainable social housing sector • A transformed social housing sector value chain • A high-performing and responsive organization 	
<p>Housing Development Agency (HDA)</p>	<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 identify, acquire, hold, develop and release state and privately owned land for residential and community purposes and for the creation of sustainable human settlements; facilitate and expedite the</p>	<ul style="list-style-type: none"> • Effective and efficient administration and governance • Land acquired and re-zoned for human settlements in PHSDA • Integrated and coordinated spatial planning and inclusive sustainable human settlements 	<p>Operational grant: R237,100</p>

<p>National Home Builders Registration Council (NHBRC)</p>	<p>development of large-scale, integrated, sustainable human settlements; project delivery (including direct and indirect project delivery) of large scale, integrated, sustainable human settlements (mega project); and development of the Human Settlements Spatial Master Plan.</p>		
<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.</p>	<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.</p>	<ul style="list-style-type: none"> • 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 • Effective regulatory compliance • Research and innovative product methods and technologies in the home building industry (compliance) 	<p>R892,207</p>

	<p>The NHBRC achieves its mandate through registrations, enrolments, inspections, training, warranties and dispute resolution.</p>		
<p>Estate Agency Affairs Board (EAAB)</p>	<p>The 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 Agents 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"> • Compliant regulator • Regulated and legally operating registered estate agents • Improved professionalism and ethical practices of estate agents • A well-informed real estate sector 	<p>R200,532</p>

8. INFRASTRUCTURE PROJECTS

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

The metros are responsible for ensuring that bulk and link infrastructure projects support integrated human settlements development.

The infrastructure projects funded through the HSDG are contained in the provincial HSDG business plans that are approved on an annual basis, as provided for in the division of revenue grant framework for the HSDG.

The infrastructure projects funded through the USDG in the metros are contained in the approved and published budgets and IDPs of all eight metros.

The National Department funds the provision of infrastructure, which is planned and implemented by provinces, municipalities and their implementing agents.

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

9. PUBLIC PRIVATE PARTNERSHIPS

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

Part D: Technical Indicator Descriptions

PROGRAMME 1: Administration

Part D: Technical Indicator Descriptions (TIDs)

Indicator title	Audit action plan implemented
Definition	The indicator measures processes, systems and controls implemented by the Department to ensure that an opinion with no matters of emphasis is achieved
Source of data	Annual financial statements, report on predetermined objectives, documented business processes/ standard operating procedures (SOPs), annual audit plan and risk management plan
Method of calculation/ assessment	Adherence to legislative frameworks, systems and controls put in place and implemented
Means of verification	Unqualified report by the Auditor General
Assumptions	Adequate budget approved Strategic and annual performance plans approved Annual report approved
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Desired reporting cycle	Annual
Desired performance	Unqualified audit opinion with no matter of emphasis
Indicator responsibility	DDG: Chief Financial Officer DDG: Chief Operations Officer DDG: Corporate Services DDG: Strategy and Planning DDG: Programme and Project Management Unit DDG: Human Settlements Delivery Frameworks CD: Executive Support All branch heads (Adherence to PFMA requirements, including processing and payment of valid invoices within 30 days, ensuring that the reported non-financial performance information is accurate, reliable and aligned to the planned targets, and ensuring that branch plans are responsive to priorities and smart)

Indicator title	Percentage of compliance with statutory tabling and prescripts
Definition	<p>The indicator measures the level of compliance by the Department to key corporate governance requirements, as outlined in legislation and other corporate governance guidelines/ regulations (PFMA, Treasury Regulations and Guidelines).</p> <p>Coordinate the Department's appearance before committees of Parliament and respond to parliamentary questions.</p> <p>Corporate support services with regards to all relevant policies, guidelines, legislation and regulations that ensure a habitable and conducive working environment.</p> <p>Provide secretariat support to governance structures and coordinate the Department's appearance before committees of Parliament. (Number of meetings serviced, number of parliamentary questions replied to and number submission processed.)</p>
Source of data	<p>Department, provinces, municipalities, human settlements entities, sector Departments, Parliament and other stakeholders</p> <p>Registers, compliance reports</p> <p>Previous annual reports</p> <p>Approved departmental plans</p> <p>Departmental performance reports</p> <p>Branch performance reports</p> <p>Government priorities</p> <p>MTSF</p> <p>Interim and annual financial statements</p> <p>Systems generated financial reports (i.e. Logis, Persal and BAS)</p> <p>Parliament, Cabinet and Management Structures</p> <p>Internally and other departments</p>

	MISS Act, GIAMA, OHS Act, NARS Act and Regulations, PAIA, Legal Deposit Act
Method of calculation/ Assessment	The standard requirements for compliance require the Department to comply 100% with relevant compliance frameworks, as reflected under the definition of this indicator
Means of verification	<p>Quarterly report on appearance before Parliament and Cabinet committees</p> <p>Quarterly report on administrative support provided</p> <p>Draft plans submitted by 31 October</p> <p>Approved departmental plans by March</p> <p>Quarterly departmental performance reports</p> <p>Annual Performance Report (first draft) (end May)</p> <p>Departmental Annual Report (end September)</p> <p>Proof of tabling</p> <p>Proof of submission</p> <p>Preparation and submission of the interim financial statement (Quarters 2, 3 & 4)</p> <p>Annual financial statements (Q1)</p> <p>Quarterly report on valid invoices paid within 30 days</p> <p>Submit the Medium Term Expenditure Framework (MTEF) requirement submission (Q2)</p> <p>Submit the ENE (Q3 Draft & Q4 Final)</p> <p>Monthly early warning system report</p> <p>Departmental Procurement Plan (Q4)</p> <p>Qualitative assessments through the submission of quarterly reports on the status of Corporate Support services provided and submissions to NIA, DPSA, DPW, NARS, DOJCD, SAHRC</p>
Assumptions	<p>No cancellation or postponement</p> <p>Timeous receipt of draft replies and submissions</p> <p>Submissions from programme managers</p> <p>On-time submissions to meet reporting timelines</p> <p>Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable</p>
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Desired reporting cycle	Quarterly and annually

Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved overall departmental performance, including adherence to schedules of Parliament, Cabinet, clusters and governance structures
Indicator responsibility	Chief Director: Executive Support. CD Enterprise Architecture and Enablement Chief Directorate: Corporate Support CD: Financial Management

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

Indicator title	Percentage of the approved Anti-Fraud and Corruption Implementation Plan implemented
Definition	Execution of the approved anti-fraud and corruption implementation plan
Source of data	Information sourced from business units, complainants, entities, provincial Departments and municipalities
Method of calculation/ assessment	Number of activities, as per the approved Anti-fraud corruption Implementation Plan
Means of verification	Approved anti-fraud and corruption implementation plan Progress report on the approved implementation of the anti-fraud and corruption plan activities
Assumptions	Unrestricted access to records Availability of personnel Cooperation and support from stakeholders (e.g. business units and provinces)
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Desired reporting cycle	Quarterly and annually
Desired performance	100% execution of the approved anti-fraud and corruption implementation plan.
Indicator responsibility	Director: Special Investigations

Indicator title	Percentage implementation of the approved Risk Management Plan
Definition	The Risk Management Implementation Plan is aligned to the Risk Management Strategy and unpacks specific risk management activities that will be implemented for the particular year, including responsible persons, resources required and targets dates.
Source of data	Departmental annual performance plans will be used as a source to confirm outcomes in which strategic risks need to be identified.

	Risk management methodology embedded in the risk identification template will be used as the source to facilitate completion of strategic risk register. A risk monitoring tool to be used for monitoring actions identified in the strategic risk register. Data will be collected from branches and updated in the risk register. The approved strategic risk register will be used as a source for the approved strategic risks, including key risks.
Method of calculation/ assessment	Total number of activities implemented/ total number of planned activities for the period x 100
Means of verification	Approved Risk Management Implementation Plan (Q1) Report on the implementation plan (quarterly)
Assumptions	Complete, accurate, timeous risk information and co-operation from internal stakeholders (risk champions and risk owners)
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Desired reporting cycle	Quarterly and annually
Desired performance	Risk management embedded into strategic day-to-day operations, performance measurement decision making processes
Indicator responsibility	Director: Risk Management

Indicator title	Percentage implementation of the HR Implementation Plan
Definition	To ensure a capacitated and diverse departmental workforce in compliance with HR prescripts for a conducive working culture, climate and a productive employment through: <ul style="list-style-type: none"> • A mandate-aligned departmental organisational structure • Recruitment and retention of high calibre HR • Compliant and consistent implementation of Conditions of Service for employees

	<ul style="list-style-type: none"> Objective-based HR performance management and development Implementation of relevant organisational transformation programmes Objective employee relations interventions Adherence to all HR statutory obligations quarterly and annually
Source of data	<p>100% adherence to the approved:</p> <p>HRD Implementation Plan and HRD monitoring tool Workplace Skills Plan Quarterly training and development and expenditure reports to PSETA EPMDS PERSAL reports Minutes of meetings and attendance registers of the Skills Development Committee (SDC), internship and mentor meetings Employment Equity (EE) Plan and report Employee Health and Wellness (EHW) integrated reports Minutes of EE and EHW meetings and attendance registers Labour relations PERSAL reports Attendance registers, minutes of meetings for HR Outreach DBC and Task Team meetings; approved memorandums of Forum of South African Directors-General (FOSAD), Financial Misconduct and grievance statistic reports</p>
Method of calculation/ assessment	Total number of activities implemented in the HR Plan/ total number of planned activities x 100
Means of verification	Reports submitted, as per the HRD Implementation Plan HR Plan
Assumptions	Full access to accurate PERSAL and Vulindlela reports
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	100% Implementation of the approved HR Plan targets and full compliance with HR regulatory requirements.
Indicator responsibility	Chief Directorate: HR

Indicator title	Number of reports on the development of legislation, as per the approved legislative programme
Definition	To provide quarterly progress reports on the development of legislative framework
Source of data	Information will be collected from memoranda written and correspondence with other stakeholders and participants involved in the process of development of legislation The Constitution of the Republic of SA Human settlements policies Office of the State Law Advisors Other relevant legislation Entities of the Department NEDLAC Technical Working Group Relevant clusters Public hearings/ submissions/ comments
Method of calculation/ assessment	One report per quarter will record all stages achieved in the development of legislation, as per the approved legislative programme. The approved legislative programme will be the basis of the performance, and performance management will be measured against what is planned in the approved legislative programme
Means of verification	Quarterly reports on the development of a legislative framework approved legislative programme
Assumptions	Legislative framework developed, as per the approved legislative programme
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Desired reporting cycle	Quarterly
Desired performance	One report per quarter on the development of legislative framework, as per the approved legislative programme Development of the legislative framework to regulate the human settlements sector
Indicator responsibility	CD: Legal Services

PROGRAMME 2: Integrated Human Settlements Planning and Development Programme

Indicator title	Number of integrated implementation programmes for PDAs completed
Definition	The indicator measures the number of development plans completed for each priority development area and the programmes planned and implemented ensures integrated planning towards quality living environments by: <ol style="list-style-type: none"> 1. Development of an implementation plan / road map 2. Compiling profiles for priority development areas 3. Putting together an implementation programmes matrix (dashboard) based on the profile for all declared priority area, categorisation and mapping of progression phases /stage of each PDA towards completion of development plans. 4. Tracking human settlements investments in each priority area. 5. Status on development of development plans for each priority areas according to defined milestones 6.
Source of data	StatsSA data, Provincial plans, Municipal Spatial Development Frameworks, Municipal IDPs, Sector Department plans, DHS Entities plans
Method of calculation/ assessment	Simple count
Means of verification	Implementation Programme Matrix updated quarterly, Number of Area based plans completed for implementation
Assumptions	That all earmarked PDA's will be declared and the area based plans will be approved Cooperation from provinces, municipalities, entities and sector departments
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	Yes
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Development plans
Indicator responsibility	CD: HS Planning

Indicator Title	HSDG Project Readiness Matrix Programme managed in a number of provinces
Definition	This is a tool that enables the department to manage assessment of the readiness of projects included by the Provinces in the Annual Provincial Business plans submitted to the National Department of Human Settlements by all the 9 Provinces in order to test the state of readiness of projects for implementation. This refers to compilation of assessments reports for projects planning and implementation readiness
Source of data	Business plans approved by Head of Department (HOD)
Method of calculation	Number of projects assessed for implementation readiness meeting the development planning requirements
Means of verification	Assessment reports on the state of readiness of projects for implementation in 9 provinces
Assumptions	All projects in compliance with the Project Readiness Matrix in the Human Settlements development gran business plan will be implemented
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative and on-going
Reporting cycle	Quarterly
Desired performance	To develop credible national and provincial project pipelines aligned to business plans
Indicator responsibility	CD: PPP

Indicator title	Revitalisation of distressed mining communities programme managed in a number of provinces														
Definition	<p>This indicator measures the human settlements response to the Special Presidential Package (SPP) Programme for the revitalization of distressed mining communities, which seeks to alleviate specific development shortcoming associated with mining operations. This includes socio-economic infrastructure provision, as well as provision of serviced sites and houses. The role of NDHS is to:</p> <ul style="list-style-type: none"> • Agree and set programme implementation priorities/ targets with provinces and municipalities (Q3 and Q4) • Direct required planning priorities by provinces and municipalities (Q3 and Q4) • Approve projects detailed in the provincial business plans (Q4) • Determine and recommending ring-fenced funding allocations for provinces (Q4) • Support capacity of provinces and municipalities to implement approved business plans, (Q1, Q2, Q3 and Q4) • Monitor the performance of provinces and municipalities based on approved provincial business plans (Q1, Q2, Q3 and Q4) <p>The programme is implemented in the following six (6) provinces spread across twenty-three (23) prioritized municipalities:</p> <table border="1" data-bbox="571 1124 1401 1621"> <thead> <tr> <th data-bbox="577 1124 769 1178">Province</th> <th data-bbox="775 1124 1394 1178">Local Municipalities</th> </tr> </thead> <tbody> <tr> <td data-bbox="577 1182 769 1294">Limpopo</td> <td data-bbox="775 1182 1394 1294">Fetakgomo/ Greater Tubatse, Elias Motsoaledi, Lephalale, Thabazimbi, Mogalakwena</td> </tr> <tr> <td data-bbox="577 1299 769 1352">Gauteng</td> <td data-bbox="775 1299 1394 1352">Rand West City, Mogale City, Merafong</td> </tr> <tr> <td data-bbox="577 1357 769 1438">North West</td> <td data-bbox="775 1357 1394 1438">Rustenburg, Moses Kotane, Madibeng, Kgetleng Rivier, City of Matlosana</td> </tr> <tr> <td data-bbox="577 1442 769 1496">Mpumalanga</td> <td data-bbox="775 1442 1394 1496">Emalahleni, Steve Tshwete, Thaba Chweu</td> </tr> <tr> <td data-bbox="577 1500 769 1554">Free State</td> <td data-bbox="775 1500 1394 1554">Matjhabeng</td> </tr> <tr> <td data-bbox="577 1559 769 1617">Northern Cape</td> <td data-bbox="775 1559 1394 1617">Gamagara, Tsatsabane, Kgatelopele, Ga-Segonyana, Joe Morolong, Khai-Ma</td> </tr> </tbody> </table>	Province	Local Municipalities	Limpopo	Fetakgomo/ Greater Tubatse, Elias Motsoaledi, Lephalale, Thabazimbi, Mogalakwena	Gauteng	Rand West City, Mogale City, Merafong	North West	Rustenburg, Moses Kotane, Madibeng, Kgetleng Rivier, City of Matlosana	Mpumalanga	Emalahleni, Steve Tshwete, Thaba Chweu	Free State	Matjhabeng	Northern Cape	Gamagara, Tsatsabane, Kgatelopele, Ga-Segonyana, Joe Morolong, Khai-Ma
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Free State	Matjhabeng														
Northern Cape	Gamagara, Tsatsabane, Kgatelopele, Ga-Segonyana, Joe Morolong, Khai-Ma														
Source of data	<p>The following source documents will be used: DORA performance reports Provincial project-specific performance reports</p>														
Method of calculation/ assessment	Simple count														
Means of verification	Quarterly programme reports														

Assumptions	Provinces will submit credible business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	Yes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Functional and integrated human settlements in provinces with distressed mining communities
Indicator responsibility	CD: PPP

Indicator Title	Support provided on pre and post 1994 title deeds, post 2014 title deeds and new title deeds registered
Definition	<p>The indicator measures the support the Department provides to all nine provinces in eradicating the title deeds backlog as it pertains to pre and post 1994 title deeds, post 2014 title deeds and new title deeds.</p> <p>The support provided includes:</p> <p>Planning Support, assisting provinces in ensuring that their business plans targets are aligned to the priorities relating to title deeds</p> <p>Implementation support through the provision of service delivery facilitators,</p> <p>Monitoring progress with respect to planned targets and reporting these to the relevant internal and external fora</p> <ul style="list-style-type: none"> Assisting provinces by liaising with relevant sector departments to resolve identified obstacles where necessary, e.g. Department of Rural Development and Land Reform, Corporative Governance and Traditional Affairs, Environmental Affairs
Source of data	<p>Provincial TRG and HSDG business plans</p> <p>Quarterly DORA reports submitted by provinces</p> <p>Reports from delivery facilitators deployed in 5 provinces (EC, KZN, LP, MP, NW) until 2021</p> <p>Deeds Registry-based records</p> <p>National Title Restoration Grant Business Plan, including the assessment report submitted for approval (for the duration of the TRG grant)</p> <p>Quarterly reports on the support provided to provincial Departments towards the delivery of business plan output</p>

Method of calculation/ assessment	Qualitative: Reports on the support provided Quantitative: Deeds-based verification of reported figures (number of title deeds registered)
Means of verification	National Title Restoration Grant Business Plan, including the assessment report submitted for approval (in Q4 only) Quarterly reports on the support provided to provincial Departments towards the delivery of business plan output Number of title deeds registered through deeds-based records Approved National Business Plan for the TRG (until end 2021) Reports from service delivery facilitators
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
Desired performance	All state-provided homes are transferred to the rightful beneficiaries, where applicable
Indicator responsibility	CD: Programme Implementation Facilitation

Indicator Title	Number of provinces supported in the delivery of PHP/Zenzeleni
Definition	<p>The following initiatives will be undertaken to support provinces that have planned for the delivery of housing and the upgrading of informal settlements through PHP/ Zenzeleni</p> <ul style="list-style-type: none"> • Assessment of the provincial business plans • Delivery of PHP capacity development workshops to Provinces, municipalities and to civil society • Engagement with the PHP sector support agencies including provinces and civil society • Facilitate collaboration between the PHP stakeholders for best practice and to share lessons learnt • Monitor and evaluate the implementation of the programme in provinces <p>Support to provinces not implementing PHP, including:</p> <ul style="list-style-type: none"> • Continuous engagement to promote, encourage and advocate for PHP • Deliver PHP capacity development workshops to build capacity and understanding

Source of data	The indicator achievements will be supported by reports on engagement sessions with the sector, project status reports, minutes of meetings, training workshop reports and reports on project site visits conducted
Method of calculation/ assessment	Engagement sessions held with provinces and PHP sector support agencies to promote and support the implementation of people's housing process (PHP) including, where applicable, the upgrading of informal settlements and the delivery of rural housing through the People's Housing Process Programme
Means of verification	<p>Reports on the assessment of provincial business plans (Q1 current financial year and Q4 following financial year)</p> <p>Reports on PHP capacity development workshops delivered in Q1 and Q4:</p> <ul style="list-style-type: none"> • Reports on engagement sessions with the PHP sector support agencies, including provinces or civil society – quarterly • Reports on collaboration sessions facilitated between the PHP stakeholders for best practice and to share lessons learnt – Q4 • Reports, pictures on project oversight visits undertaken in the provinces (quarterly) • Reports on engagements, meetings with provinces not implementing PHP - quarterly Reports on PHP capacity development workshops delivered to provinces not implementing PHP - quarterly
Assumptions	It must be noted that some metros will implement the programme independently, with no support from the province; however, note that the metro falls in a particular province and it will be counted as a project by the province.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Reporting cycle	Quarterly
Calculation type	Cumulative
Desired performance	The successful delivery of housing and the upgrading of informal settlements through PHP/ Zenzeleni in the provinces
Indicator responsibility	CD: Stakeholder and IGR

Indicator title	Number of research reports and policies on integrated human settlements planning and development drafted
Definition	<p>The indicator measures the number of research reports developed on integrated human settlements planning and development. The research studies various material and sources, in order to systematically establish facts and reach new conclusions regarding integrated human settlements planning and development, in order to draft policy.</p> <ul style="list-style-type: none"> • Benchmark report (Q1) • Draft research (Q2) • Policy issue paper on integrated human settlements Planning and development (3) • Final research report on integrated human settlements planning and development (Q4)
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, existing policies and programmes, sustainable development goals, international conventions and treaties, white papers, legislation, regulations, court rulings, local, regional and international literature
Method of calculation/ assessment	Qualitative
Means of verification	<ul style="list-style-type: none"> • Benchmark report (Q1) • Draft research (Q2) • Policy issue paper on integrated human settlements planning and development (3) • Final research report developed on integrated human settlements planning and development (Q4)
Assumptions	There will be sufficient information, personnel and stakeholders available to support the research and policy development process
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative (yearend)
Reporting cycle	Quarterly
Desired performance	Final research report on integrated human settlements planning and development
Indicator responsibility	CD: Operational Frameworks

Indicator title	% of projects under implementation monitored (HSDG, USDG and TRG)
Definition	Percentage of projects under implementation (those that incurred expenditure during the quarter) funded through the HSDG and the USDG monitored and verified using available data sources such as reports and data sets, to confirm the accuracy of the reported information
Source of data	Data will be collected from HSS, reports from provincial Departments of Human Settlements, reports from metros and provincial business plans
Method of calculation/ assessment	Based on all projects that spent (under implementation) for that period. Number of projects monitored and verified divided by the total number of projects with expenditure in a quarter multiplied by 100 = % achieved
Means of verification	Progress report on evaluation studies conducted for integrated programmes UISP, CRU, Social Housing and FLISP. Conceptual Frameworks (Q2) Inception Reports (Q3) Literature review reports (Q3) Evaluation study reports (Q4)
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Chief Director: M&E

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 UISP, CRU, Social and FLISP
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Qualitative and quantitative
Means of verification	Progress report on evaluation studies conducted for integrated programmes UISP, CRU, Social Housing and FLISP. Conceptual Frameworks (Q2)

	Inception Reports (Q3) Literature review reports (Q3) Evaluation study reports (Q4)
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Chief Director: Monitoring and Evaluation

Indicator title	Percentage of compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/ regulations (PFMA, Treasury Regulations and Guidelines) Coordination of the Department's appearance before Committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures
Source of data	Annual Reports of HDA, CSOS, EAAB and NHBRC Annual Performance Plans of HDA, CSOS, EAAB (PPRA) and NHBRC Submissions to the Minister requesting initiation of the process for the appointment of Boards/ Councils for HDA, and EAAB (PPRA). Compliance report on compliant of HDA, EAAB(PPRA)
Method of calculation or assessment	2019/20 Annual Report for HDA, CSOS, EAAB and NHBRC tabled Q3. 2021/22 Annual Performance Plan for HDA, CSOS, EAAB (PPRA) and NHBRC tabled Q4. 1 Submission to the Minister requesting initiation of the process for the appointment of a Board/ Council for HDA, and EAAB (PPRA) Q1 1 Report on compliance by HDA, CSOS, EAAB and NHBRC prepared and submitted Q1.
Means of verification	Entities' annual performance plans and performance reports in terms of the prescripts

Assumptions	Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable
Disaggregation of beneficiaries	Not applicable to entities and compilation of performance reports
Spatial transformation	HDA reports to address spatial transformation
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Parliament, Cabinet, clusters and governance structures
Indicator responsibility	Chief Director: Regulatory Compliance

Indicator title	Approved Human Settlements Grants Framework
Definition	Annual review of the framework from the previous financial year and amending conditions or output and responsibilities of transferring and receiving officers that will enhance efficiency to ensure correct utilization of the grant
Source of data	Data will be collected from internal stakeholders, provinces and metros
Method of calculation/ assessment	Qualitatively (compliance will be the target)
Means of verification	Published DoR Bill Approved Human Settlements Grant Framework
Assumptions	Non-submission of new or additional inputs implies acceptance of existing contents of the current framework
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Human Settlements Grants Framework approved
Indicator responsibility	CD: Chief Investment Officer

Indicator title	Number quarterly assessments conducted for Human Settlements Grants
Definition	Collate and assess quarterly HSDG, USDG and Title deeds restoration grant (TDRG) financial and non-financial performance reports from provinces and metros on monthly and quarterly basis. The submission dates for monthly and quarterly reports from provinces and metros are regulated in terms of DORA.
Source of data	Data will be collected from provinces and metros
Method of calculation/ assessment	Quantitative and qualitative (accuracy and reliability of expenditure data)
Means of verification	Quarterly assessment reports
Assumptions	Submitted monthly and quarterly reports signed by the Provincial HODs and Provincial Treasury departments
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Assessed quarterly HSDG, USDG and TDRG performance. Provinces and municipalities spend their full allocation in line with business plans and the MTSF targets set. Under-spending and non-compliance is not acceptable.
Indicator responsibility	CD: Chief Investment Officer

Indicator title	Human Settlements Sector Capacity Programme developed
Definition	The indicator measures the development of the Capacity development programme for the Human settlements Sector to ensure the development of requisite capacity and capabilities for the implementation of the MTSF Human settlements programmes:

	<ul style="list-style-type: none"> • Assessment of capacity required for the implementation of the MTSF HS programmes • Title deeds restoration training programme • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework
Source of data	<ul style="list-style-type: none"> • The sources of data are: • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP, PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation/ assessment	Qualitative
Means of verification	Capacity assessment report (Qtr3) Draft Capacity Programme (Q4) Capacity Development programme(Q4)
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Reporting cycle	Quarterly
Desired performance	Human Settlements Sector Capacity Programme developed
Indicator responsibility	Chief Director: Technical Capacity Development

Indicator Title	Number of priority development areas partnering compacts coordinated
Definition	<p>The Department will develop a partnering framework to foster greater collaboration and coordination in government and with sector stakeholders for each PDA</p> <p>The Department will develop partnering compacts in collaboration with government and sector stakeholders for each PDA</p>
Source of data	Partnerships formulated agreements
Method of calculation/ assessment	Qualitative

Means of verification	Partnering compacts for each of the PDAs Report on the PDA partnering compacts
Assumptions	Partnering framework developed Participation from all stakeholders
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	A partnering framework A partnering compact for each PDA
Indicator responsibility	Chief Director: Stakeholder Relations and Inter-Governmental Relations

PROGRAMME 3: Informal Settlements Programme

Indicator title	Upgrading of Informal settlements programme managed in a number of provinces
Definition	<p>The indicator measures the management of the Informal Settlements Upgrading Programme implemented by provinces and metros through the following:</p> <ol style="list-style-type: none"> 1. Setting programme delivery targets/ priorities (Q3 and Q4); 2 Guide planning to provinces and metros in respect of HSDG (Q3 and Q4) and USDG (Q4 and Q1) business plans 3. Recommend funding approval for projects in provinces and municipalities (Q:4) 4 Monitor programme performance of provinces and metros based on approved business plans, by: <ol style="list-style-type: none"> 4.1 Convening Quarterly Informal Settlements Upgrading Forums and project oversight visits (Q1 – Q4) <ul style="list-style-type: none"> • Support the capacity of provinces and municipalities to implement approved plans (Q1 – Q4) Reporting on Programme performance (Q1 – Q4)
Source of data	<p>The indicator achievements will be supported by the following source documents:</p> <ul style="list-style-type: none"> • Provincial Informal Settlement Upgrading Forum minutes or reports and or • One of the following – project progress report, minutes of meetings or report on project site visit
Method of calculation/ assessment	Qualitative

Means of verification	Programme performance reports on informal settlements
Assumptions	All provinces and metros will submit provincial and metropolitan business plans for analysis and consolidation into the national plan
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Informal settlements formalized/ upgraded and improved quality of living
Indicator responsibility	Chief Director: Programme Implementation Facilitation

Indicator title	Number of informal settlements assessed
Definition	An assessment study is a comprehensive study that examines and assesses in detail the potential of the relevant informal settlement to be upgraded in situ or, alternatively, whether the community should be relocated
Source of data	The primary information used is a deeds search to determine the land ownership, conduct a geotechnical investigation to check the suitability of soil for development, the impact of the project on the environment. Data collected from the municipality with regard to the availability of various services related to the project, such as bulk water, sewer, electricity and road connections are also important data required
Method of calculation/ assessment	Sum of assessed informal settlements
Means of verification	Assessment study reports
Assumptions	None
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a

Calculation type	Simple count
Reporting cycle	Quarterly
Desired performance	Number of informal settlements assessment studies conducted in accordance with category definitions
Indicator responsibility	Chief Director: Programme Implementation Facilitation

Indicator title	Number of research reports and policies on informal settlements
Definition	<p>The indicator purports to measure the number of research reports developed on informal settlements upgrading. The research would study various material and sources in order to systematically establish facts and reach new conclusions regarding informal settlements upgrading in order to draft policy.</p> <ul style="list-style-type: none"> • Benchmark report (Q1) • Draft Research (Q2) • Informal settlements upgrading consultative paper (Q3) • Final research report on informal settlements upgrading (Q4)
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, existing policies and programmes, sustainable development goals, international conventions and treaties, white papers, legislation, regulations, court rulings, local, regional and international literature
Method of calculation/ assessment	Qualitative
Means of verification	<ul style="list-style-type: none"> • Benchmark report (Q1) • Draft research (Q2) • Policy issue paper on informal settlements Upgrading (Q3) <p>Final research report on informal settlements upgrading (Q4)</p>
Assumptions	There will be sufficient information, personnel, stakeholders available to support the research and policy development process
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Year end
Reporting cycle	Quarterly

Desired performance	Final research report on upgrading of informal settlements
Indicator responsibility	Chief Director: Operational Frameworks

Indicator title	% of UISP projects under implementation monitored (HSDG and USDG)
Definition	Percentage of UISP projects under implementation (those that incurred expenditure during the quarter) funded through the HSDG and the USDG monitored and verified using available data sources such as reports, 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, reports from metros and provincial business plans
Method of calculation/ assessment	Based on all projects that spent (under implementation) for that period. Number of projects monitored and verified (other verification/ desk-top) divided by total number of projects with expenditure in a quarter multiplied by 100 = % achieved.
Means of verification	HSS, reports from provincial Department of Human Settlements, reports from metros and, provincial business plans
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all projects and programmes compliance under implementation
Indicator responsibility	Chief Directorate: Monitoring and Evaluation

Indicator title	Number of evaluation studies conducted
Definition	Evaluation studies measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Qualitative and quantitative
Means of verification	UISP Conceptual Framework (Q1) UISP Inception Report (Q3)

	Literature review report (Q3) Evaluation study report (Q4) Progress report on evaluation studies conducted (quarterly)
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Chief Directorate: Monitoring and Evaluation

Indicator title	Human Settlements Sector Capacity Programme developed
Definition	The indicator measures the implementation of the Capacity Development Programme to ensure the development of requisite capacity and capabilities for the upgrading of ISP through: <ul style="list-style-type: none"> • Assessment of capacity required for implementation of the programme • UISP training programme • UISP knowledge sharing session conducted • Development of Human Settlements Consumer Education Framework
Source of data	The sources of data are: <ul style="list-style-type: none"> • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP, PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation/ assessment	Qualitative
Means of verification	Capacity assessment report (Q1 and Q2) Draft Capacity Programme (Q3) Capacity Development programme(Q4)
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information

Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Human Settlements Sector Capacity programme developed
Indicator responsibility	Chief Directorate: Technical Capacity development

PROGRAMME 4: RENTAL AND SOCIAL HOUSING PROGRAMME

Indicator title	Rental and social housing programme managed in a number of provinces
Definition	<p>The indicator measures the management of the Rental and Social Housing Programme implemented by SHRA through the following:</p> <ul style="list-style-type: none"> • Setting programme delivery targets/ priorities (Q3 and Q4) • Guide planning to provinces and metros in respect of CCG (Q3 and Q4) business plans • Recommend funding approval for projects in provinces (Q:4) <p>Monitor programme performance of provinces based on approved business plans by (Q2, Q3 and Q4):</p> <ul style="list-style-type: none"> - Convening a national Rental Task Team - Support capacities of provinces and municipalities to implement approved plans (Q1 – Q4) <ul style="list-style-type: none"> • Reporting on Programme performance (Q1 – Q4)
Source of data	The programme progress reports from the Programme Manager (SHRA)
Method of calculation/ assessment	Quantitative
Means of verification	Programme performance reports
Assumptions	SHRA will submit credible business plans for analysis and implementation
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	Social housing/ rental units delivered

Indicator responsibility	CD: Programme Implementation Facilitation
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Indicator title	CRU Programme managed in a number of provinces
Definition	<p>The indicator measures the management of the Rental and Social Housing Programme (CRU) implemented by provinces through the following:</p> <ul style="list-style-type: none"> • Setting programme delivery targets/ priorities (Q3 and Q4) • Guide planning to provinces and metros in respect of CCG (Q3 and Q4) business plans • Recommend funding approval for projects in provinces (Q4) • Monitor programme performance of provinces based on approved business plans by (Q2, Q:3 and Q4): • Convening a national rental task team • Support capacities of provinces and municipalities to implement approved plans (Q1 – Q4) • Reporting on programme performance (Q1 – Q4)
Source of data	The programme progress reports from the Programme Manager (SHRA) and provinces
Method of calculation/ assessment	Qualitative and quantitative
Means of verification	Programme performance reports
Assumptions	SHRA and provinces will submit credible business plans for analysis and implementation
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	CRUs delivered
Indicator responsibility	Chief Director: Programme Implementation Facilitation

Indicator title	Number of draft policies on social and rental interventions developed
Definition	The indicator purports to measure the number of policies on social and rental interventions reviewed and developed to formulate a comprehensive rental and social housing policy framework. This framework will serve as a policy foundation for amending social/ rental legislation and create new rental programmes to be included in the Human Settlements Code
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation, existing policies and programmes, Sustainable Development Goals, international conventions and treaties, white papers, legislation, regulations, court rulings, local, regional and international literature
Method of calculation/ assessment	Qualitative
Means of verification	<ul style="list-style-type: none"> • Benchmark research report (Q1) • Policy issue paper on social and rental interventions (Q2) • Draft Policy on Social and Rental Interventions Framework developed (3) • Socio Economic Impact Assessment Report on social and rental interventions (Q4)
Assumptions	There will be sufficient information, personnel and stakeholders available to support the research and policy development process
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually
Desired performance	Socio-economic Impact Assessment Report on social and rental interventions
Indicator responsibility	Chief Director: Operational Frameworks

Indicator title	% of social and rental housing projects under implementation monitored
Definition	Percentage of social and rental housing projects under implementation (those that incurred expenditure during the quarter) 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, SHRA reports, reports from metros and provincial business plans
Method of calculation/ assessment	Based on all projects that spent (under implementation) for that period. Number of projects monitored and verified (other verification/ desk top) divided by total number of projects with expenditure in a quarter multiplied by 100 = % achieved
Means of verification	HSS, reports from provincial Departments of Human Settlements reports, reports from metros, SHRA reports, provincial business plans
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a/
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of social and rental housing projects and programmes compliance under implementation
Indicator responsibility	DDG: Programme and Project Management Unit

Indicator title	Number of evaluation studies conducted
Definition	Evaluation studies measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments, Evaluation studies for: Social and Rental Housing
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Qualitative and quantitative
Means of verification	Evaluations for Social and Rental Housing: Conceptual framework (Q1) Inception report (Q3) Literature review report (Q3) Evaluation study reports (Q4)
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a

Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Chief Director: Monitoring and Evaluation

Indicator title	Percentage compliance with statutory tabling and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/ regulations (PFMA, Treasury Regulations and Guidelines). Coordination of the Department's appearance before committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures.
Source of data	Annual reports of SHRA Annual performance plans of the SHRA Submissions to the Minister requesting initiation of the process for the appointment of a Board/ Council for SHRA Compliance report on compliance of SHRA
Method of calculation or assessment	2019/20 Annual report for SHRA tabled Q2 2021/22 Annual Performance Plan for SHRA tabled Q4. 1 Submission to the Minister requesting initiation of the process for the appointment of a Board/ Council for CSOS and NHBRC Q: 1. 1 Compliance report on compliance by HDA, CSOS, EAAB and NHBRC prepared and submitted - Q1
Means of verification	Entities annual performance plans and performance reports are in line with the prescripts
Assumptions	Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable.
Disaggregation of beneficiaries	Not applicable to entities and the compilation of performance reports
Spatial transformation	SHRA reports to address spatial transformation
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved overall departmental performance including adherence to schedules of Parliament, Cabinet, clusters and governance structures
Indicator responsibility	Chief Director: Regulatory Compliance

Indicator title	Human Settlements Sector Capacity Programme developed
Definition	<p>The indicator measures the implementation of the Capacity Development Programme to ensure the development of requisite capacity and capabilities for the Rental and Social Housing Programme through:</p> <ul style="list-style-type: none"> • Assessment of capacity required for implementation of the programme • Programme and project management training developed • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework • Development of a training programme on the Rental and Social Housing Programme
Source of data	<p>The sources of data are:</p> <ul style="list-style-type: none"> • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP, PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation/ assessment	Quantitative
Means of verification	<p>Capacity assessment report (Q1 and Q2) Draft Capacity Programme (Q3) Capacity Development Programme (Q4)</p>
Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Human Settlements Sector Capacity Programme developed
Indicator responsibility	Chief Director: Technical Capacity Development

PROGRAMME 5: Affordable Housing Programme

Indicator title	Number of research studies on affordable housing developed
Definition	Research conducted to develop a draft affordable rental policy framework: <ul style="list-style-type: none"> • Benchmark report (Q1) • Draft research (Q2) • Policy issue paper on affordable housing (Q3) • Final research report (Q4)
Source of data	Evaluation reports, research reports, impact appraisals, synthesis evaluation reports, existing policies, Sustainable Development Goals, international conventions and treaties, programmes, white papers, legislation, regulations and court judgments
Method of calculation/ assessment	Annually
Means of verification	Research conducted to develop policies: <ul style="list-style-type: none"> • Benchmark report (Q1) • Draft research (Q2) • Policy issue paper on affordable housing (Q3) • Final research report (Q4)
Assumptions	Information, personnel, stakeholders are available
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually throughout the 2020 MTEF period
Desired performance	Final research report on affordable housing
Indicator responsibility	Chief Director: Operational Frameworks

Indicator title	Percentage of FLISP subsidies disbursed monitored
Definition	Percentage of 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, reports from provincial Departments of Human Settlements, reports from metros, NHFC reports and provincial business plans

Method of calculation/ assessment	Based on all subsidies disbursed for that period. Number of subsidy applications divided by total number of subsidies disbursed in a quarter multiplied by 100 = % achieved
Means of verification	HSS, reports from provincial Departments of Human Settlements, reports from metros, provincial business plans and NHFC reports
Assumptions	Reliable and verifiable data will result in good decision making in the sector
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually, quarterly
Desired performance	To monitor and verify reported performance of all FLISP subsidies disbursed
Indicator responsibility	Chief Director: Monitoring & Evaluation

Indicator title	Number of evaluation studies conducted
Definition	Evaluation studies measuring the impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments, Evaluation on: FLISP
Source of data	Provincial Departments of Human Settlements, municipalities and beneficiaries
Method of calculation	Qualitative and quantitative
Means of verification	Evaluation on FLISP Conceptual framework (Q1) Inception report (Q3) Literature review report (Q3) Evaluation study report (Q4)
Assumptions	Accurate data collected from sampled programmes, projects and beneficiaries
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly

Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social and environmental effects of human settlements programmes and projects
Indicator responsibility	Chief Director: Monitoring & Evaluation

Indicator title	Percentage compliance with statutory and prescripts
Definition	The indicator measures the level of compliance by the Department and the entities to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/ regulations (PFMA, Treasury Regulations and Guidelines) Coordination of the Department's appearance before committees of Parliament and facilitation of the process of policy formulation, implementation and monitoring through governance structures.
Source of data	Annual Report of NHFC Annual Performance Plan for NHFC Report on compliance by NHFC
Method of calculation or assessment	2019/20 Annual report for NHFC tabled 2021/22 Annual Performance Plan for NHFC tabled 1 Compliance report on compliance of NHFC prepared and submitted
Means of verification	Entities Annual Performance Plans and Performance Reports in terms of the prescripts
Assumptions	Annual performance plans and quarterly reports are submitted on time and the information contained therein is reliable
Disaggregation of beneficiaries	Not applicable to entities and compilation of performance reports
Spatial transformation	NHFC reports to address spatial transformation
Desired performance	100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Parliament, Cabinet, clusters and governance structures
Indicator responsibility	Chief Director: Regulatory Compliance

Indicator Title	Number of quarterly performance assessments on number of households that received financial assistance and purchased units through FLISP
Definition	Collection and analysis of data on the performance of FLISP per province allocated to approved beneficiaries per year in line with the approved targets in the provincial and NHFC business plans
Source of data	Data will be collected from provinces, HSS, GEHS and internal stakeholders

Method of calculation/assessment	Quantitatively (numbers in terms of target, take-up and delivery)
Means of verification	Number of performance assessments on the FLISP
Assumptions	Reliable reports from NHFC and provinces
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Performance below target is not acceptable
Indicator responsibility	Chief Financial Officer and Chief Director: CIO

Indicator title	Human Settlements Sector Capacity Programme developed
Definition	<p>The indicator measures the implementation of the Capacity Development Programme to ensure the development of requisite capacity and capabilities for affordable housing programme through:</p> <ul style="list-style-type: none"> • Assessment of capacity required for implementation of the programme • Programme and project management training developed • Capacity development programme for technical professionals • Development of Human Settlements Consumer Education Framework • Development of a training programme on the Affordable Housing Programme
Source of data	<p>The sources of data are:</p> <ul style="list-style-type: none"> • MTSF priorities • Capacity development strategy and plan • Reports on capacity development from provincial Departments, municipalities, entities and the NUSP, PHP units • Quarterly progress reports • Capacity Development Task Team minutes
Method of calculation/assessment	Quantitative
Means of verification	<p>Capacity assessment report (Q1 and Q2) Draft Capacity Programme (Q3) Capacity Development programme (Q4)</p>

Assumptions	Complete, accurate, timeous information and co-operation from internal stakeholders. Submission of incomplete or unreliable information
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Human Settlements Sector Capacity programme developed
Indicator responsibility	Chief Director: Technical Capacity Development

Annexures to the Annual Performance Plan

Where applicable, the following annexures must be included in institutions' APPs.

Annexure A: Amendments to the Strategic Plan

2020/21 is at the beginning of the five-year planning cycle. The attached plan has been prepared at the start of the five-year period, which means that there are no amendments to the 2020/25 Strategic Plan, as the draft strategic plan is still in its first year.

Annexure B: Conditional grants

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
1. Human Settlements Development Grant	<ul style="list-style-type: none"> • To provide funding for the progressive realisation of access to adequate housing through the creation of sustainable and integrated human settlements • To provide funding to facilitate a programmatic and inclusive approach to upgrading informal settlements 	<ul style="list-style-type: none"> • Number of housing opportunities created may include the following: <ul style="list-style-type: none"> ○ number of residential units delivered in relevant housing programmes ○ number of serviced sites delivered in relevant housing programmes 	R18.8 billion	<ul style="list-style-type: none"> • This is a long term grant as government has an obligation to assist the poor with the provision of human settlements in terms of the Constitution • The UISP window is intended to become a separate conditional grant in 2020/21, subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> • Number of households in informal settlements provided with access to basic services • Number of informal settlements upgraded in situ or relocated • Number of title deeds registered to a beneficiary after 31 March 2014 • Hectares of well-located land acquired for development of housing opportunities • Hectares of well-located land acquired (zoned) and number of housing opportunities created • Number of socio-economic amenities delivered in Human Settlements 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> • Number of integrated residential development projects planned, approved, funded and implemented <p>UISP window</p> <ul style="list-style-type: none"> • Programmatic province-wide informal settlements upgrading strategy • Number of approved individual informal settlements upgrading plans utilising the National Upgrading Support Programme (NUSP) • Number of social compacts concluded with communities or community resource organisations outlining their role in the upgrading process 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> • Number of informal settlements designated for upgrading in terms of the municipal Spatial Development Framework (SDF) and Spatial Planning and Land Use Management Act and municipal by-laws enacted in this regard • Number of approved upgrading plans implemented • Number of households provided with secure tenure • provided with individual municipal engineering services (water services, sanitation solutions and electricity – grid and non-grid) 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
<p>2. Urban Settlements Development Grant</p>	<ul style="list-style-type: none"> To supplement the capital revenues of metros, in order to implement infrastructure projects that promote equitable, integrated, productive, inclusive and sustainable urban development To provide funding to facilitate a programmatic, inclusive and municipality-wide approach to the upgrading of informal settlements 	<ul style="list-style-type: none"> Number of informal settlements provided with interim and permanent municipal engineering services (public lighting, roads, storm water, refuse removal and bulk connections for water, sanitation and electricity) The following output should be funded by the grant to support the improvement of the overall built environment: <ul style="list-style-type: none"> increase in bulk and link infrastructure provision of internal engineering services increase in the number of serviced sites 	<p>R12 billion</p>	<ul style="list-style-type: none"> The USDG will continue until 2021/22, subject to review The UISP window is intended to become a separate conditional grant in 2020/21, subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> o increase in the provision of individual connections o increase in land provision for informal settlement upgrading, subsidised housing, or mixed use developments in support of approved human settlements and other urban developments o increase in access to public and socio-economic amenities o Increase in the number of interim basic services <p>UISP window</p> <ul style="list-style-type: none"> • Programmatic municipality-wide informal settlements upgrading strategy 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> • Number of approved individual informal settlements upgrading plans utilising the NUSP • Number of social compacts concluded with communities or community resource organisations outlining their role in the upgrading process • Number of informal settlements designated for upgrading in terms of the municipal SDF and Spatial Planning and Land Use Management Act and by-laws enacted in this regard • Number of approved upgrading plans implemented • Number of households provided with secure tenure 		

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> Number of households provided with individual municipal engineering services (water services, sanitation solutions and electricity – grid and non-grid) Number of informal settlements provided with interim and permanent municipal engineering services (public lighting, roads, storm water, refuse removal and bulk connections for water, sanitation and electricity) 		
3. Title Deeds Restoration Grant	To provide funding for clearing the pre-2014 title deeds registration backlog	<ul style="list-style-type: none"> Number of title deeds registered in favour of beneficiaries of government subsidized housing (pre-1994 and post-1994) for projects completed by 31 March 2014 	R548 million	Two years, ending 2020/21

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
		<ul style="list-style-type: none"> • Number of title deeds issued to beneficiaries of government subsidized housing (pre-1994 and post-1994) for projects completed by 31 March 2014 • Number of townships proclaimed and registers opened • Number of beneficiaries confirmed as legitimate occupiers • Percentage of ownership disputes resolved • Enhanced institutional capacity of municipalities and provinces in respect of property registration 		
4. Provincial Emergency Housing Grant	<ul style="list-style-type: none"> • To provide funding to provinces for provision of temporary shelter assistance to households affected 	Emergency and short term assistance to households affected by disasters through: <ul style="list-style-type: none"> • The provision of temporary shelter 	R277 million	This grant is expected to continue over the medium term and will be subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
	<ul style="list-style-type: none"> by disasters or a housing emergency To provide funding to provinces to repair the damage to housing for low-income households following a disaster or housing emergency if the costs of repairs are less than the cost of relocation and provision of temporary shelter 	<ul style="list-style-type: none"> Temporary relocation of households to safer accommodation or shelter Repairs to damaged houses following a disaster 		
5. Municipal Emergency Housing Grant	<ul style="list-style-type: none"> To provide funding to municipalities for provision of temporary shelter assistance to households affected by disasters or a housing emergency To provide funding to municipalities to repair the damage to housing for low-income households following a disaster or housing emergency if the costs of repairs are less than the cost of 	Emergency and short term assistance to households affected by disasters through: <ul style="list-style-type: none"> Provision of temporary shelter Temporary relocation of households to safer accommodation or shelter Repairs to damaged houses following a disaster 	R149 million	This grant is expected to continue over the medium term and will be subject to review

Name of Grant	Purpose	Output	Current Annual Budget (R thousands)	Period of Grant
	relocation and provision of temporary shelter			

Annexure C: Consolidated Indicators

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

Institution	Output Indicator	Annual Target	5-Year Target	Data Source
National Department	Number of integrated implementation plans for PDAs completed	19 plans	94 plans	National Department
Provinces	Number of BNG houses delivered (number of houses, i.e. units delivered through subsidy programme)	85 898	470 000	Provinces
	Number of serviced sites delivered	44 595	300 000	
	Number of CRUs delivered	2 400	12 000	
	Number of informal settlements upgraded to p=Phase 3 of the informal settlements upgrading programme	300	1 500	
	Number of title deeds registered	229 537	1 193 222	
	Number of pre-1994 title deeds registered	45 535	45 535	
	Number of post-1994 title deeds registered	80 298	500 845	
Total pre-2014			546 380	

	Number of post-2014 title deeds registered	55 607	346 842	
	Number of new title deeds registered (new MTSF)	48 097	300 000	
	Total post-2014		646 842	
NHFC	Number of household with access to subsidies offered through FLISP (number of housing units delivered through FLISP)	6 685	20 000	NHFC
HDA	% of acquired land re-zoned	20%	19 962.2 ha	HDA
SHRA	Number of social housing/ rental units delivered	6 000	30 000	SHRA

Annexure D: District Development Model

Implementation of the principle of “One Plan, One Budget” in a district municipality will be institutionalised in the 2020/21 MTEF, in compliance with Cabinet approval. This is referred to the District Development Model (DDM). Implementation of the DDM will be prioritised for implementation in the Oliver Tambo District Municipality, Waterberg District Municipality and Ethekwini Metropolitan Municipality.

All human settlements projects are initiated locally, i.e. in a municipality in a district. Such projects are required by the Housing Code to have been approved by the municipal council, i.e. in their IDP and in line with their SDF. Through the MEC responsible for human settlements, the province can approve projects in which housing capital subsidies are to be approved to qualifying beneficiaries. In all respects, the Human Settlements Policy requires that local housing, shelter and basic services are prioritised in the development of Human Settlements projects. In advancing the District Development Model the Department places emphasis on inter-governmental project planning, budgeting and implementation coordination to ensure alignment of bulk and link infrastructure to ensure integrated development. A list of approved projects is contained in the provincial annual business (delivery) plans as required by DORA.

The voluminous 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 on request from the Accounting Officer of the Department.