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Mr M. Tshangana
Acting Director-General
National Department of Human Settlements
Private Bag X644
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0001

Dear Mr. Tshangana,

Annual Performance Plan 2016/17 and Five Year Strategic Plan 2014/15 – 2018/19

We thank you for the extension received to submit by 10 February 2016.

Please find attached the Annual Performance Plan 2016/17 with the following Annexures as requested:-

Annexure A – MTEF Budget
Annexure B – Built environment implementation budget
Annexure C – Materiality framework
Annexure D – Risk Register
Annexure E – Indicators Definition

Attached hereto also the Five Year Strategic Plan 2104/15 - 2018/19 with their Annexures:-

Annexure A – Five Year Budget (2014/15 – 2018/19)
Annexure B – Built environment implementation budget

Yours sincerely,

Pascal Moloi

Chief Executive Officer

Date: 05/02/2016



Board Resolutions



HDA Board Resolution No: JAN16/173

**RESOLUTION IN WRITING OF THE BOARD OF
THE HOUSING DEVELOPMENT AGENCY
ACT NO.23 of 2008**

**RESOLUTION OF THE BOARD OF THE HOUSING DEVELOPMENT AGENCY PASSED ON:
25 JANUARY 2016**

WHEREAS the Housing Development Agency Board has been mandated in terms of the HDA Act and the Public Finance Management Act to approve, resolve and note any such business which may fall within its ambit of business and;

The Board having considered:

- The Midterm Review APP and Strategic Plan;
- The Quarter 3 Report; and
- The 2016/17 APP and Strategic Plan

RESOLVED:

The Midterm Review APP and Strategic Plan be approved;

The Quarter 3 Report be approved; and

The 2016/17 APP and Strategic Plan be approved.

THUS DONE AND SIGNED AT JOHANNESBURG ON

5/2/2016

THE CHAIRPERSON OF THE HDA BOARD

M. M. M. M.



HDA Board Resolution No: JAN16/175

**RESOLUTION IN WRITING OF THE BOARD OF
THE HOUSING DEVELOPMENT AGENCY
ACT NO.23 of 2008**

RESOLUTION OF THE BOARD OF THE HOUSING DEVELOPMENT AGENCY PASSED ON:
25 JANUARY 2016

WHEREAS the Housing Development Agency Board has been mandated in terms of the HDA Act and the Public Finance Management Act to approve, resolve and note any such business which may fall within its ambit of business and;

The Board considered the HDA Annual Performance Plan and Strategy for 2016/17 and

RESOLVED:

That the HDA Annual Performance Plan and Strategy for 2016/17 be approved.

THIS DONE AND SIGNED AT JOHANNESBURG ON

25/1/16

THE CHAIRPERSON OF THE HDA BOARD

[Signature]

Working for integration



The Housing Development Agency

Annual Performance Plan 2016/17

FINAL, 9 February 2016

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Annexure D: Risk Register

Annexure E: Indicators definitions

Foreword by the chairperson

The Housing Development Agency (HDA) is into its seventh year of operation and this is its Annual Performance Plan for the MTEF period 2016/17 to 2018/19.

The HDA's business model has evolved in the six years since its establishment. The initial focus at inception was on the establishment of the organisation and the management of the two Section 29 projects (N2 Gateway and Zanemvula). The focus then shifted from delivery from a head office, to a strong presence in the regions. Medium-Term Operational Plans (MTOPs) were negotiated and in addition to the project offices in the Western Cape and Eastern Cape, regional offices were established in Limpopo, Northern Cape, KZN and Free State. In the last two years the primary focus has been increasingly on land assembly. The HDA has developed a master spatial plan supported by geospatial tools, namely Land and Property Spatial Information System (LAPSIS) and National Human Settlement Land Index (NaHSLI). Over the six years the HDA has met and exceeded the targets set, particularly in land acquisition and has gained extensive experience in key aspects of human settlement delivery. The HDA has also accumulated extensive knowledge of project and pipeline development within the human settlement sector, and considerable intellectual capital in relation to mega-project management and informal settlement upgrading. The HDA has therefore laid the foundation to continue to support human settlement development and to fulfil the new targets that have been set.

The HDA has therefore laid the foundation to continue to support human settlements development and to fulfil the new targets that have been set in the Medium-Term Strategic Framework (MTSF). The HDA's written mandate required by the HDA Act to be signed with the Minister of Human Settlements ended in the financial year 2014/15 and a new written mandate has been signed. Various agreements and implementation protocols have been signed or are in the process of negotiation with the provinces and municipalities. Performance and delivery continues to be the key focus of our team.

A new policy framework is being developed to overcome apartheid spatial planning, contributing to the development of more integrated human settlements. The Human Settlement proposals under the new MTSF focus on spatial realignment and envisage a prominent role for the HDA in land identification, release, planning and development. The HDA is developing a spatial plan to guide and manage the identification and release of land for human settlement development. A national land register is also being developed to track acquisition and development of land. The HDA has also submitted proposals for a National Spatial Land Fund to fund the acquisition and planning of land acquired in terms of the National Spatial Development plan.

The HDA is continuing to support provinces and municipalities, as well as to hold discussions with other stakeholders so that HDA's role and the services provided are understood. These relationships are crucial if HDA is to deliver on its mandate.

Management of the two national priority projects, namely N2 Gateway and Zanemvula, continue, as do refinements to land and property spatial information services (LAPSIS)

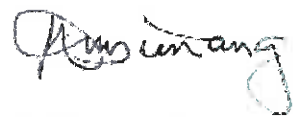
and the national human settlement land index (NaHSLI), and the policies and regulations for the priority housing development areas (PHDAs) are waiting gazetting by the Minister.

Although the HDA is on track to deliver, some obstacles remain. The biggest being the release of identified land into the delivery cycle. Many of the delays are a consequence of the lengthy processes involved in the transfer of assets between government departments, or the transfer of assets from state-owned enterprises to government. To speed up the process and minimise delays, the HDA continues working with provinces and municipalities on a medium-term land assembly programme.

In order to broaden its coverage, the HDA's footprint in North West, Gauteng and Mpumalanga is underway. Implementation protocols have been signed with nearly all provinces and many municipalities and metros.

Most important for this year is going to be to reposition itself to play a more direct role in property and land development.. A concept note on the HDA developer role was completed and discussed with the HDA Board and some external consultations have been undertaken. The outcome will be incorporate into the HDA's strategic plan.

On behalf of the Board I am pleased to present the HDA's Annual Performance Plan 2016/17. It is our view that the plan continues to provide a secure basis for sustained growth and delivery. The Board and HDA management will ensure that the activities and targets are aligned with the priorities of the Minister and the MTSF.



Mr Mavuso Msimang

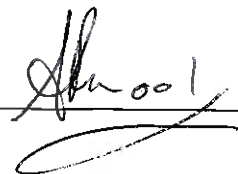
Chairperson: HDA Board

Official sign-off

It is hereby certified that this **Annual Performance Plan**:

- 1) Was developed and reviewed mid-year by the management of the Housing Development Agency (HDA) under the guidance of the HDA Board
- 2) Was prepared in line with the current Strategic Plan of the HDA
- 3) Accurately reflects the performance targets which the HDA will endeavour to achieve given the resources made available in the budget for 2016/17
- 4) Approved at an HDA Board meeting held on 24 January 2016

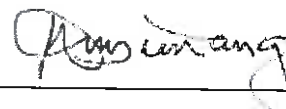
Ms Rooksana Moola
Chief Financial Officer

Signature: 

Mr Pascal Moloi
Chief Executive Officer
(Accounting Officer)

Signature: 

Mr Mavuso Msimang
Chairperson HDA Board

Signature: 

Hon Lindiwe Sisulu
Minister Human Settlements
Executive Authority

Signature: _____

1 Strategic Overview

1.1 Establishment of the HDA

The Housing Development Agency (HDA) is a national public development agency that promotes sustainable communities by making well-located and appropriately-planned land and buildings available for the development of human settlements. As its primary activity, the HDA assembles state, private and communal land and buildings and releases it for human settlement development. In addition the HDA provides land and housing delivery support services to organs of state at local, provincial and national level. The HDA is established in terms of the Housing Development Agency Act No 23 of 2008 (the HDA Act).

1.2 Classification of the agency

The HDA Act established the Agency as a juristic person operating as a national public entity which has been classified in terms Schedule 3A of the Public Finance Management Act. The HDA is an agent of the National Department of Human Settlements (NDHS), and thus extends the Department's and the sector's capability with respect to the identification, planning, acquisition, holding and disposal of well-located land and buildings for the development of human settlements. It also extends the Department's capability with respect to associated project management and development services.

1.3 Vision statement

Vibrant communities, living on well-located land.

1.4 Mission statement

Building partnerships to create integrated and sustainable human settlements.

1.5 Guiding values

The HDA has defined the following guiding values in its operations:

- Performance-orientated
- Excellence
- Accountability
- Teamwork

These guiding values are supported by the following principles:

- Respect
- Trust
- Care
- Integrity

1.6 Updated situational analysis

The HDA is operating in an overall development environment and sector that faces significant supply side challenges including inadequate access to bulk infrastructure, lack of access to end user and mortgage finance, high levels of household indebtedness, limited access to well located affordable land and extended periods for municipal planning and proclamation approvals. Policy and legislation provide clear directives including the need to focus on providing support to the poorest households by creating sustainable human settlements that provide not just houses but integrated neighbourhoods with access to social and economic amenities, the creation of compact cities and the need to address informal settlements.

The NDHS intends to harness the activities of the entire sector towards addressing the challenges above and the development goals as expressed through policy and legislation. Within this context the mandate of the HDA is clearly being the need to identify, acquire, develop and release state, communal and privately owned land for residential and community purposes for the creation of sustainable human settlements and to provide support services to municipalities and provinces in delivering human settlement projects.

In terms of the mandate to be signed with the Minister and the additional expectations indicated, the HDA in the next five years is required to focus on the development and management of a coherent and inclusive land strategy for human settlements development, participating in the NUSP, Mining Towns and the Catalytic Projects Programmes and implementing key development projects taking on a more expanded role of a public sector developer. The HDA's activities will be framed within the national focus and these specific requirements.

As it has become clear that delivery occurs at the local and provincial level and there is increasing demand for the HDA's services at these levels – the HDA has restructured to respond to this by establishing regional offices. The HDA currently has six regional offices and it is intended to expand this to having an office in all nine provinces. We have Implementation Protocols signed 15 provinces and municipalities.

Funding arrangements relating to the HDA need to be reviewed against the legislative and regulatory provision for funding for a Sec 3(A) entity. Of particular attention is the need to develop and implement the policy requirement that the fiscus should fund the legislated functions of the HDA. Additional funding streams as provided for in the Act are being explored and the Agency is receiving funding from various provinces. There is further dedicated grant funding needed to assist the agency in contributing effectively to land and sustainable human settlements development.

1.7 Performance delivery environment

The HDA will during the year operate within the revised macro indicators as reflected in the five year strategic plan (see section 1.9 below).

The HDA's land assembly strategy forms the basis of a master spatial plan for human settlements which will guide the implementation of its projects. The MSP will also focus the Agency's land identification, acquisition and planning programme and align with existing provincial and metropolitan projects, the catalytic projects, informal settlement upgrading projects, and the mining towns' initiative.

To improve delivery and minimise delays, the HDA is working with provinces and municipalities on a medium-term land assembly programme and has strengthened its intergovernmental relations framework. The agency is engaging with provinces and municipalities to ensure delivery of its service based on their requirements. These services includes assisting municipalities and provinces in prioritising land assets for human settlement development, as well as providing project management services where required.

Implementation Protocols (IP) and operational plans will continue to be negotiated with provinces and municipalities to guide the services and activities provided by the HDA. These agreements cover land assembly initiatives; upgrading of informal settlement; project pipelining; project management/implementation; and inter-governmental collaboration and municipal support – all of which are beginning to have an impact on the pace and quality of human settlements delivery.

The HDA anticipates taking transfer of various portions of well-located state-owned company (SOC) land. Various applications for funding to acquire this land have been made by the HDA. The limited acquisition of land by the HDA to date has been at the instruction of provinces that have provided the funds for this.

Despite the above, the HDA has had success in the release of state-owned land for human settlement development and has released approximately 12 000 hectares to the sector. Momentum is growing and the release of land is on track.

More recently, the HDA has also been providing extensive support for informal settlement upgrading - both as part of the NUSP programme and as part of agreements with various provinces. Upgrading informal settlements is a key component of the new MTSF priorities and the Department intends to upgrade 2200 informal settlements, directly addressing the difficulties facing the poorest of the poor. The HDA is working in partnership with the Department on this programme, as well as also working directly with provinces where implementation protocols are signed and providing a technical support and oversight role to assist these provinces to meet their targets on informal settlements upgrading.

However, the HDA has not focused on the development aspect of its responsibility; and the intention with repositioning the Strategic Plan (and the supporting Annual Performance Plan), is for HDA to address this matter.

1.8 Organisational environment

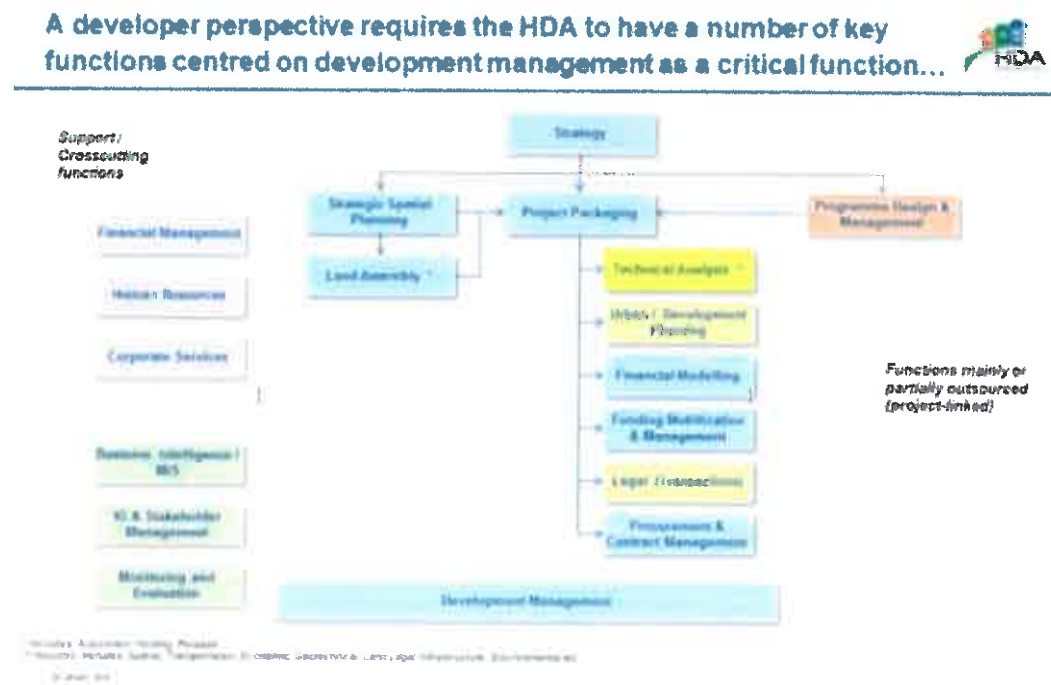
Based on the above noted shift in focus, the HDA's functional organisational structure has changed over time as the business model has evolved.

Management of the Agency: In terms of its macro structure, the Agency is managed by the Agency's Board, (a new board was appointed by the National Minister effective on 4 November 2015), the Chief Executive Officer assisted by a senior management team, which includes the Chief Financial Officer and general managers.

In the refocus of the Agency, it would be required for the Chief Executive Officer to establish a dedicated team in his own office that would guide and coordinate functions of Governance and Administration, Strategy, Information and Design and Development management.

The 2016/17 Annual Performance Plan is the first step in the direction to ensure the repositioning of the HDA to play a more direct role in property and land development. The Board approved in principle the process and direction the HDA took to enhance and refocus its functions to accommodate the developer role it will assume. This approved direction is reflected in the following diagram (it will be detailed further in the business case and will be finalised once approved):

Figure 1: Key Functions in the HDA



Organisational structure and principles: The Agency's macro-organisational structure reflects the key operational functions as well as the key support capacity for the effective delivery on the Agency's mandate. The existing macro functional structure is considering the following 4 main programmes: (aligned to the ENE for the MTEF period and its budget arrangements).

Figure 2: Functional Organisational structure



Considering the future focus of the HDA (noted in Figure 1), the HDA is in process to realign its functional structure. Once the business case has been approved, an enhanced functional structure will be pursued.

The above functional structure supports the existing functions of the HDA at its head office and in the regions. Staff numbers are estimated to grow proportionally to that of the MTOP demands and the implementation of the Catalytic, Mining Towns and NUSP projects.

Table 1: The projected number of staff for the next five years:

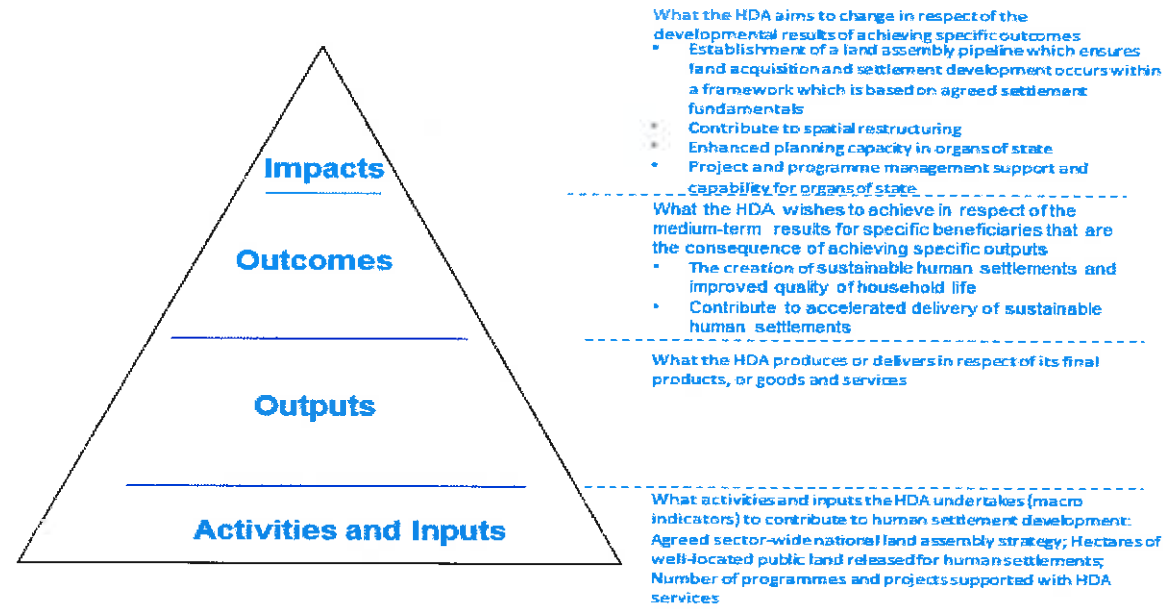
2015/16	2016/17	2017/18	2018/19	2019/21	2021/22
182	220	250	300	300	300

As noted from the summary table above the HDA staff complement has grown from 1 staff member, at inception of the Agency to an expected staff complement in 2016/17 of 220 staff members.

1.9 Macro performance indicators

The National Treasury guidance suggests the following framework for the development of indicators:

Figure 3: Impacts, Outcomes, Outputs, Activities and Inputs



In line with the above framework of National Treasury, with emphasis on the approach to develop outcomes with measurable outputs and optimal activities, the following macro performance indicators for the HDA have been defined (see table overleaf).

Table 2: Macro Performance Indicators

Macro Indicators	Goal and programme linked to achievement indicator	Targets Estimates				
		2014/15	2015/16	2016/17	2017/18	2018/19
1) Number of monitoring and evaluation reports against the Framework for Spatial Investment for Human Settlements (FSIHS) based on the Master Spatial Plan (MSP)	Programme 2	Develop the Master Spatial Plan	Complete the Framework for Spatial Investment for Human Settlements (FSIHS) and produce two monitoring reports on the implementation of spatial targeting against the framework	2 reports	2 reports	2 reports
2) Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	Programme 3a	2500 hectares	3000 hectares	3000 hectares	3000 hectares	3000 hectares
3) National priority programmes provided with programme management and technical project support	Programme 3a		Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support	Provide 274 informal settlements with technical support
			Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns
			Identification of 50 catalytic projects	50 Catalytic projects supported	50 Catalytic projects supported	50 Catalytic projects supported



Macro Indicators	Goal and programme linked to achievement indicator	Targets Estimates				
		2014/15	2015/16	2016/17	2017/18	2018/19
4) Number of provinces provided with capacity support as per MTOPs and business plans	Programme 4	7 provinces supported with HDA services as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans
5) Implementation support provided to programmes and projects	Programme 4		2866 housing units	6912 housing units	8204 housing units	-
			664 serviced sites	9539 serviced sites	8427 serviced sites	-
6) Built Environment Implementation	Programme 3b		1 x HDA developer role business case and plan developed and approved by the HDA Board	5 projects prepared for implemented	5 projects implemented (not cumulative)	5 projects implemented (not cumulative)

Note: There are no targets for 2018/19 for 'Implementation support provided to programmes and projects' because MTOPs have not yet been signed for this period.

Set out below are the HDA's macro indicators showing the Agency's audited performance over the previous three years, the current year and the anticipated indicators for the MTEF period in compliance with the National Treasury Framework for Strategic Plans and Annual Performance Plans.



Table 3: Housing Development Agency: Selected performance and operations indicators

Indicator	Programme	Actual Audited performance			Current	Projected		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Organisational effectiveness and financial sustainability	Administration	-	-	-	-	-	-	-
National sector-wide land assembly strategy	Land planning and assembly (Planning and information)	-	-	-	Master Spatial Plan developed	Land strategy developed and approved by HDA Board	Land strategy implementation plan developed and implemented	Land strategy implementation plan implemented
Number of Priority Development Areas (PHDA)	Land planning and assembly	-	-	3	--	-	-	-
Hectares of well-located land released for human settlements	Land and housing support services (Planning and information)	-	8000ha *	4250ha	2500ha	3000ha	3000ha	1500ha
Number of programmes and projects supported	Land and housing support services	20	20	20	-	-	-	-
Number of IGR protocols established and implemented	Administration	15	15	15	-	-	-	-
Number catalytic projects provided with implementation support and/or oversight as per business plans	Land and housing services					Implementation of 5 catalytic projects undertaken in addition to the 2 projects currently underway.	Implementation of 5 new catalytic projects	Implementation of 5 new catalytic projects
Number of provinces supported	Land and housing services	-	-	-	7	9	9	9



Indicator	Programme	Actual Audited performance			Current	Projected		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Number of national priority programmes provided with oversight and implementation support (Mining towns, catalytic projects, NUSP)						3	3	

* Note: the target in 2011/12 was the identification of 8000 ha of land and not the release of land

2 Revisions to Legislative & Other Mandates

There have been additional requests for the HDA to support the Minister of Human Settlements. The performance indicators and targets specified in this agreement is reflected in the table 4 below.

Table 4: Draft Mandate - Minister of Human Settlements and the HDA Board

Performance Indicators	Target (MTSF period)
1) Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	10 000 ha
2) Number of national priority programmes provided with oversight and implementation support (Mining towns, Catalytic project, NUSP)	3 national programmes supported
3) Number of provinces supported with HDA services	9 provinces
4) Develop, implement & maintain an approved Master Spatial Plan (MSP) for the human settlements sector	On-going

In addition the mandate indicates the following additional functions to be undertaken by the HDA;

- Management of the N2 Gateway Project in the Western Cape Province in terms of the approved Business Plan and related project agreements.
- Management of the Zanemvula Project in the Eastern Cape Province in terms of the approved Business Plan and related project agreements.
- Ad hoc assistance/interventions as directed or requested by the Minister, provinces and/or municipalities subject to the availability of funding and appropriate resources. E.g. Nelson Mandela Bay and Gauteng Province

The 2016/17 annual plan is focused on incrementally incorporating the refocused responsibility into HDA's activities.

3 Overview of the 2016/17 Budget & MTEF Estimates

3.1 Expenditure estimates

The current (2015/16) MTEF allocation is R176,183m; 2016/17 is R167,512m; 2017/18 is R215,668m and 2018/19 is R228,170m.

Table 5: HDA Opex 2013/14 – 2018/19 (Rm)

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
MTEF Allocation (Rm)	R97,497	R186,363	R176,183	R167,512	R215,668	R228,170

Table 6: MTEF Allocation

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
NDHS operational grant	R97,497	R101,047	R156,183	R147,512	R195,668	R207,017
NDHS NUSP	-	-	R20,000	R20,000	R20,000	R21,160
TOTAL NDHS GRANT FUNDING	R97,497	R101,047	R176,183	R167,512	R215,668	R228,170
Other provincial transfers	R42,446	R49,683	R108,248	R227,276	R205,926	R219,155
Administrative income	R15,294	R7,090	R20,218	R8,941	R9,460	R10,009
TOTAL FUNDING	R129,271	R157,820	R304,649	R403,729	R431,054	R457,341

Table 7 : Expenditure trends

R: thousand	Audited Outcome	Preliminary outcome	Revised estimate	Growth	Medium-term estimate				
				2014/15	Growth 2015/16		Growth 2016/17		
	2013/14	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19
Administration	44 250	48 403	50 251	3.8%	53 776	7.0%	57 282	6.5%	60 948
Policy, Research, Monitoring and Information	14 744	24 252	19 583	-19.3%	21 389	9.2%	22 760	6.4%	23 917
National Programme	89 840	91 161	103 619	13.7%	92 817	-10.4%	98 386	6.0%	104 289
Support Land and Housing	-	-	131 196	0.0%	235 747	79.7%	252 626	7.2%	268 187
Support Services									
Total expense	148 834	163 816	304 649	86.0%	403 729	32.5%	431 054	6.8%	457 341

It is considered that in the light of the legislated functions that the Agency is to fulfil, the current MTEF allocation is inadequate and requires review. The above allocations are in line with the November 2012 MTEF guidelines which stipulated the CPIX and salary increase percentage rates.

MTEF budget is attached as [Annexure A](#).

Included in the Annual Performance Plan is a budget in progress for establishing the HDA as a developer of choice for government and to facilitate human settlement development and project manage agreed projects ([Annexure B](#)). The final business case, to support the shift in focus, will be submitted in terms of the national treasury process and to Cabinet before the end of the financial year (31 March 2016). Relating expenditure trends to strategic outcome oriented goals

The noted budget is aligned with the Agency's goals and strategic objectives, which are linked to its programmes and related indicators and targets. The budget is in turn linked to each programme and the targets to be achieved. Given the revised mandate the Agency's visionary goals, strategic objectives and programmes have been revised as shown in the table below.

Table 8: Strategic goals and objectives by programme

Programme		Strategic goal	Strategic objectives
Programme 1: Administration	1 (a) CFO's office	Provide financial sustainability	<ul style="list-style-type: none"> Effective internal control systems
	1(b) Corporate Services	Provide, operational efficiency and service excellence	<ul style="list-style-type: none"> The HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible

Programme	Strategic goal	Strategic objectives
Programme 2: Policy Research Monitoring and Information	Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlements sector in achieving key national strategic priorities	<ul style="list-style-type: none"> Provide information and research in support of promoting spatial targeting
Programme 3: National Programme Support	3(a) National Programme Support	Support national programmes and developments, and release well-located land for human settlements development
	3(b) Built Environment Implementation	Develop and implement sustainable human settlement projects for the public sector
Programme 4: Land & Housing Services	Provide land and housing development support services to provinces and municipalities to enable them to fulfil their responsibilities in the human settlement sector	<ul style="list-style-type: none"> Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development

4 Programme & Sub-Programme Plans

The following programmes were developed from the impacts, outcomes, outputs, visionary goals and strategic objectives noted in the previous section.

The specific strategic objectives linked to plans to give effect to these goals are found below under **Section 5: Operational Plans** per programme.

4.1 Programme 1: Administration

The purpose of the programme is to provide financial sustainability, operational efficiency and service excellence providing overall organisational support services to operate and function as an organisation with a track record of quality, effective delivery and professional service.

The strategic objectives are:

- Effective internal control systems
- HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible

The programme will be structured as follows:

1(a): CFO's Office

- Finance
- Budgets and Performance Information
- Supply Chain Management
- Risk Management and Compliance

1(b): Corporate Services

- HR management
- Records and document management
- Informal technology
- Facilities management
- Legal services

The CEO's office will no longer be reported as a separate programme as previously. In addition Inter Governmental Relations will no longer be a standalone activity as previously, but will be integrated into the work of Programmes 2 and 3.

A new functional activity reporting into the CEO's office will focus on strategic leadership and will include strategic planning and reporting, communications and marketing.

Key activities to be undertaken will include the following:

- In respect of financial sustainability:
 - Effective systems will be implemented to manage: finance, budgets and performance management compliance, SCM and risk management and compliance.
- In respect of organisational effectiveness:
 - Sufficient and appropriately skilled human resource capacity will be contracted.
 - A document management system will be implemented and utilized.
 - Standard automated operational procedures and systems will be put in place within the organisation that is accessible by the regions

4.2 Programme 2: Policy Research Monitoring and Information

The purpose of this programme is to build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in promoting spatial targeting.

The strategic objective is:

- To provide information and research in support of promoting spatial targeting

Key activities include:

- Updating, promoting and implementing the Human Settlements Master Spatial Plan through the Framework for Spatial Investment for Human Settlements
- Maintaining a coherent and inclusive land strategy, policy and programme for human settlements in line with the Framework for Spatial Investment for Human Settlements (Strategic Master Spatial Plan)
- Implementing a Monitoring and Evaluation Framework and plan for land and housing development against agreed framework
- Implementing and maintaining information systems, IGR, communications and stakeholder relations in support of guiding and promoting spatial targeting

4.3 Programme 3: National Programme Support

3 (a) National Programme Support

The purpose of this sub-programme is to identify, plan and package national priority programmes, as well as developments on HDA owned land. This programme will also be responsible for the release of well-located land for human settlement development.

The strategic objectives are:

- Release of land for human settlements development
- Specific support to national priority programmes, namely catalytic projects, mining towns and NUSP

The key activities include:

- Releasing well-located land for housing and human settlements targeting poor and lower middle income households. This activity will comprise both identifying and releasing land at a national level, as well as land release through the regions providing support to provinces and municipalities (see programme 3 below).
- Undertaking planning assessments and due diligence on land identified for acquisition.

- Preparing and packaging human settlement developments initiated by the HDA.
- Providing support to national priority programmes (catalytic, mining towns and NUSP)

3 (b) Built Environment Implementation

The purpose of this sub-programme is to coordinate the development and implementation of human settlements developments and associated infrastructure.

The strategic objective is:

- Development and implementation of sustainable human settlements

The key activities include:

- Conduct project assessment/feasibility studies
- Source project funding and budgeting
- Procure service providers and contractors/turnkey solutions
- Prepare Project Business plans and designs including contract documentation
- Monitor and evaluate project progress from start to handover
- Check health and Safety management
- Manage project execution and implementation
- Manage works completion and final completion
- Project Accounting
- Manage design and implement projects within time, cost and quality
- Systems and tools development
- Process payments and fees of all service providers
- Attend to social facilitation
- Facilitate project technical meetings etc.

4.4 Programme 4: Land and Housing Services

The purpose of this programme is to provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlement sector. It also provides implementation support to projects packaged by Programme 3 or requested by Provinces or Municipalities.

The strategic objective is:

- Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development

The key activities include:

- Providing support to nine provinces supported by signed agreements and formal requests.
- Providing implementation support of human settlements projects including national priority programmes (catalytic, mining towns and NUSP)

The support provided by the HDA includes a package of services from which provinces and municipalities can select. The support to be provided is detailed in an MTOP which sets out and the detailed activities to be undertaken over a period of time to meet agreed outcomes. The support areas may include but are not limited to:

- Programme and project portfolio management support
- Informal settlement upgrading support
- Emergency housing support
- Land assembly and land acquisition/release support
- Land holding support
- Land geo-spatial services
- IGR support
- Project technical implementation support
- Section 29 mandated projects where the HDA acts as an implementing agent - N2 Gateway and Zanemvula
- Specific support for the implementation of NUSP, catalytic projects/mining towns

5 Summary

The focus of the 2016/17 Annual Performance Plan is to ensure the repositioning of the HDA to play a more direct role in property and land development. **The intention with repositioning the Strategic Plan (and the supporting Annual Performance Plan), is for HDA to become the preferred developer** whose objective is not only to acquire and prepare land, but to facilitate the development and project manage agreed projects.

6 Operational Plans per Programme

6.1 Annual performance plans for MTEF period 2016/17 to 2018/19

PROGRAMME 1: Administration		Programme Strategic Goal: Provide financial sustainability								
SUB-PROGRAMME 1a: CFO's office										
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance:				Estimated performance 2015/16	MTEF period targets:		
			2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Effective internal control systems	Implement effective systems to manage: finance, budgets and performance management, SCM, risk management and compliance	Obtain unqualified financial audit opinion on the financial statements from external auditors	-	-	Obtain unqualified financial audit report for 2013/14 from external auditors published by 30 August 2014	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015	Obtain unqualified financial audit report for 2015/16 from external auditors published by 30 August 2016	Obtain unqualified financial audit report for 2016/17 from external auditors published by 30 August 2017	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015	

PROGRAMME 1: Administration		Programme Strategic Goal: Provide operational efficiency and service excellence							
SUB-PROGRAMME 1b: Corporate Services									
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance:			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
The HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible	Capacitate the HDA as a public sector developer	Positions filled in line with approved establishment plan	-	-	-	100% of positions filled in accordance with approved establishment	100% of positions filled in accordance with organisation structure requirements	100% of positions filled in accordance with organisation structure requirements	100% of positions filled in accordance with organisation structure requirements

PROGRAMME Policy Research Monitoring and Information		Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in promoting spatial targeting							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
To provide information and research in support of promoting spatial targeting	Promote, guide and monitor spatial investment for human settlements based on the framework for spatial investment for human settlements (FSIHS)	Number of monitoring and evaluation reports against the FSIHS	-	-	Produce two reports monitoring and evaluating the implementation of spatial targeting against the Spatial Investment framework (FSIHS)	2 reports	2 reports	2 reports	2 reports



PROGRAMME 3: National Programme Support									
PROGRAMME 3a: National Programme Support		Sub-programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development							
Strategic Objective	Measurable Objectives (Strategic Activities)	Performance Measure/Indicator	Actual/actual performance			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Release of land for human settlements development	Release of well-located land for housing and human settlements targeting poor and lower middle income households (* see note on rezoning under table)	Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)		2000 hectares	2500 hectares of well-located land released	3000 hectares of well-located land released	3000 hectares of well-located land released	1500 hectares of well-located land released	1500 hectares of well-located land released
Specific support to national priority programmes - catalytic projects, mining towns and NUSP	Preparing and packaging of national priority programmes, namely catalytic projects, mining towns and NUSP	National priority programmes provided with programme management and technical project support	-	-	-	Provide 274 ISU with technical support	Provide 274 ISU with technical support	Provide 274 ISU with technical support	Provide 274 ISU with technical support
			-	-	-	Develop 3 x ISU guidelines	Develop 3 x ISU guidelines	Develop 3 x ISU guidelines	Develop 3 x ISU guidelines
			-	-	-	Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns	Technical support to projects in 22 mining towns
			-	-	-	50 catalytic projects supported	50 catalytic projects supported	50 catalytic projects supported	50 catalytic projects identified

*Note: The HDA tracks and records the zoning status of land. Unless the Agency is given the township establishment capital funding from the subsidy directly it cannot drive, direct and own or commit to this target. The HDA is dependent on a province or province requesting us to do this work as part of the land preparation and providing the funding to us for this. Also it is a municipal process.

PROGRAMME 3 National Programme Support									
PROGRAMME 3: Sustainable Environment Implementation		Sub-Programme Strategic Goal: Development and Implementation of sustainable human settlement projects for the public sector							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Actual/Actual performance			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Development and implementation of sustainable human settlements	Preparing and packaging of HDA developments	Number of projects implemented	-	-	-	1 x HDA developer role business case and plan developed and approved by the HDA Board	5 projects prepared for implemented	5 projects implemented (not cumulative)	5 projects implemented (not cumulative)

Note: A budget is being developed for establishing the HDA as a developer of choice for government and to facilitate human settlement development and project manage agreed projects.. A business case will be submitted in terms of the national treasury process and to Cabinet before the end of the financial year (31 March 2016).

PROGRAMME 1: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Enhancing capacity, support and technical skills of provinces and municipalities for human settlements development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Number of provinces provided with capacity support as per MTOPs and business plans	-	-	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans
		Implementation support provided to programmes and projects			1222 housing units in Zanemvula	2645 housing units in Zanemvula	390 housing units in Zanemvula	-	-
					1291 housing units and 664 serviced sites in N2 Gateway	1464 housing units and 591 serviced sites in N2 Gateway	2762 housing units and 2332 serviced sites in N2 Gateway	-	-
		Progress Report on Nelson Mandela Bay	-	-	4000 serviced sites and 2603 housing units in Nelson Mandela Bay	4852 housing units and 4000 serviced sites in Nelson	-	-	

PROGRAMME 1: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance			Estimated performance 2015/16	MTEF period targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
							Mandela Bay		
			-	-		100 serviced sites in Bela Bela Limpopo Province	150 Serviced Sites in Bela Bela Limpopo Province	-	-
			-	-		Township proclamation and construction of bulk connector in Lephalale	2000 serviced sites in Lephalale Limpopo Province	-1000 serviced sites in Lephalale Limpopo Province	-
			-	-		373 disaster housing units completed in Limpopo Province	315 disaster housing units completed in Limpopo	-290 disaster housing units completed in Limpopo	-
			-	-	1660 serviced sites in Sol Plaatje, Northern Cape	200 housing units in Sol Plaatje, Northern Cape	200 housing units in Sol Plaatje, Northern	-	-

PROGRAMME 3: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector								
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Audited/actual performance			Estimated performance 2015/16	MTEF period targets			
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
					1888 planned sites in Gasegonyana, Northern Cape	1000 serviced sites in Kuruman, Northern Cape	1000 serviced sites in Kuruman, Northern Cape	-	-	

6.2 Annual performance plan 2016/17

PROGRAMME 1: Administration		Programme Strategic Goal: Provide financial sustainability					
SUB-PROGRAMME 1a: CFO's office							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effective internal control systems	Implement effective systems to manage: finance, budgets and performance management, SCM, risk management and compliance	Obtain unqualified financial audit opinion on the financial statements from external auditors	Obtain unqualified financial audit report for 2014/15 from external auditors published by 30 August 2015	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target	Quarterly progress review undertaken and mitigating actions implemented to ensure achievement of annual target

PROGRAMME 1: Administration		Programme Strategic Goal: Provide operational efficiency and service excellence					
SUB-PROGRAMME 1b Corporate Services							
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
The HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible	Capacitate the HDA as a public sector developer	Positions filled in line with approved establishment plan	100% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	25% of positions filled in accordance with approved establishment	75% of positions filled in accordance with approved establishment	100% of positions filled in accordance with approved establishment



PROGRAMME 2: Policy Research Monitoring and Information		Sub-Programme Strategic Goal: Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlements sector in promoting spatial targeting					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To provide information and research in support of promoting spatial targeting	Promote, guide and monitor spatial investment for human settlements based the framework for spatial investment for human settlements (FSIHS)	Number of monitoring and evaluation reports against the FSIHS	2 reports	Progress report on the implementation of spatial targeting against the framework	1 monitoring and evaluation report on the implementation of spatial targeting against the framework	Progress report on the implementation of spatial targeting against the framework	1 monitoring and evaluation report on the implementation of spatial targeting against the framework

PROGRAMME 3 National Programme Support							
PROGRAMME 3A National Programme Support		Sub-Programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Release of land for human settlements development	Release of well-located land for housing and human settlements targeting poor and lower middle income households (* see note on rezoning under table)	Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	3000 hectares of well-located land released	-	1500 hectares of well-located land released	1 x Progress report	1500 hectares of well-located land released
Specific support to national priority programmes - catalytic projects, mining towns and NUSP	Preparing and packaging of national priority programmes, namely catalytic projects, mining towns and NUSP	National priority programmes provided with programme management and technical project support	Provide 274 ISU with technical support	1 x Progress report	1 x Progress report	1 x Progress report	274 ISU provided with technical support
			Develop 3 x ISU guidelines	-	-	-	3 x ISU guidelines developed
			Technical support to projects in 22 mining towns	1 x Progress report	1 x Progress report	1 x Progress report	Technical support to projects in 22 mining towns
			50 catalytic projects supported	1 x Progress report	1 x Progress report	1 x Progress report	50 catalytic projects supported

*Note: The HDA tracks and records the zoning status of land. Unless the Agency is given the township establishment capital funding from the subsidy directly it cannot drive, direct and own or commit to this target. The HDA is dependent on a province or municipality requesting us to do this work as part of the land preparation and providing the funding to us for this.

PROGRAMME 2: National Programme Support							
PROGRAMME 2: Built environment implementation			Sub-Programme Strategic Goal: Development and implementation of sustainable human settlements projects for the public sector				
Strategic Objective	Assessable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Development and implementation of sustainable human settlements	Preparing, packaging and implementation of assigned projects	Number of projects implemented in line with approved project plans	5 projects plans approved and implementation initiated in line with approved plans	5 projects identified	Draft project plans developed	Draft project plans approved	Initiating implementation

Note: This KPA is linked to the approval of the HDA Developer business case which is underway and scheduled for end March 2016.



PROGRAMME 4: Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Enhancing capacity, support and technical skills of provinces and municipalities for human settlements development	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services	Number of provinces provided with capacity support as per MTOPs and business plans	9 provinces provided with capacity support as per MTOPs and business plans	Capacity support provided to 9 provinces	Capacity support provided to 9 provinces	Capacity support provided to 9 provinces	Capacity support provided to 9 provinces
		Implementation support provided to programmes and projects	2645 housing units in Zanemvula	1 x progress report	1 x progress report	1 x progress report	2645 housing units delivered
			1464 housing units and 591 serviced sites in N2 Gateway	1 x progress report	1 x progress report	1 x progress report	1464 housing units and 591 serviced sites delivered
			4000 serviced sites and 2603 housing units in Nelson Mandela Bay	1 x progress report	1 x progress report	1 x progress report	4000 serviced sites and 2603 units delivered
			150 serviced sites in Bela Bela Limpopo Province	1 x progress report	1 x progress report	1 x progress report	150 sites serviced
2000 serviced sites in Lephaiale Limpopo Province	Approval of services design	1 x progress report	1 x progress report	2000 sites serviced			

PROGRAMME 4 Land & Housing Services		Programme Strategic Goal: Provide land and housing development support services to Provinces and Municipalities to enable them to fulfil their responsibilities in the human settlements sector					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	2016/17 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			315 disaster units completed in Limpopo Province	50 units completed	100 units completed	100 units completed	65 units completed
			1660 serviced sites in Sol Plaatje, Northern Cape	1 x progress report	1 x progress report	1 x progress report	1660 serviced sites delivered
			1888 planned sites in Ga-segonyana, Northern Cape	1 x progress report	1 x progress report	1 x progress report	1888 planned sites delivered





Annexure A



MTEF budget

HOUSING DEVELOPMENT AGENCY

Table A.2

R. thousand	Audited Outcome		Preliminary outcome	Revised estimate	Medium-term estimate		
	2013/14	2014/15			2015/16	2016/17	2017/18
Administration	41 250	49 403	50 251	55 776	57 282	60 948	
Policy Research, Monitoring and Information	14 744	24 252	19 553	21 389	22 760	23 917	
National Programme Support	89 840	91 161	103 619	92 817	96 386	104 289	
Land and Housing Services	-	-	131 196	235 747	252 626	266 187	
Total expenses	148 834	163 816	304 649	403 729	431 054	457 341	

Check expenditure

Table A.3

Statement of financial performance	Budget		Audited Outcome	Budget	Preliminary outcome	Budget estimate	Revised estimate	Medium-term estimate	
	2013/14	2014/15						2016/17	2017/18
Revenue									
Tax revenue	-	-	-	-	-	-	-	-	-
Non-tax revenue	71 666	15 294	15 294	5 852	7 090	18 675	20 248	8 941	10 009
Sale of goods and services other than capital assets	67 580	8 834	8 834	2 837	1 276	6 205	8 218	8 694	9 733
of which:									
Administrative fees	67 580	8 834	8 834	2 837	1 276	6 205	8 218	8 694	9 733
Sales by market establishment	-	-	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-	-	-
Other non-tax revenue	4 086	6 460	6 460	3 025	5 812	12 470	12 000	247	276
Interest, dividends and rent on land	1 809	1 834	1 834	-	2 215	-	235	247	261
Transfers received	97 487	113 977	113 977	142 513	150 730	334 893	284 431	394 788	421 584
NDHS	71 531	71 531	71 531	101 047	101 047	114 054	176 183	167 512	215 668
Other	25 956	42 446	42 446	41 466	49 683	220 839	108 248	227 276	205 926
Tax benefit	-	-	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-	-	-
Total revenue	169 165	129 271	129 271	148 375	157 820	353 598	304 649	403 729	431 054
Expenses									
Current expenses	169 165	148 834	148 834	148 375	163 816	278 883	304 649	403 729	431 054
Compensation of employees	92 533	73 867	73 867	92 836	81 585	131 082	105 120	154 963	167 889
Goods and services	74 335	72 463	72 463	52 833	79 754	144 954	198 430	247 602	261 963
Depreciation	2 297	2 259	2 259	2 423	2 280	2 589	908	961	1 017
Interest, dividends and rent on land	-	245	245	283	217	298	191	203	215
Interest	-	245	245	283	217	298	191	203	215
Dividends	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Tax payment	-	-	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-	-	-
Total expenses	169 165	148 834	148 834	148 375	163 816	278 883	304 649	403 729	431 054
Surplus/(Deficit)	-	(19 563)	(19 563)	-	(6 996)	74 685	-	-	-

Cash flow data										
R thousand	2013/14		2014/15		2015/16		Medium-term estimate		2015/16 - 2018/19	
	Budget	Audited Outcome	Budget	Preliminary outcome	Budget estimate	Revised estimate	2016/17	2017/18	2018/19	Average growth rate (%)
Cash receipts from stakeholders	124 569	151 577	148 375	157 820	329 772	304 884	403 729	431 654	457 341	11.5%
Tax receipts	-	-	-	-	-	-	-	-	-	100.0%
Sales of goods and services other than capital assets	6 628	8 834	10 999	1 278	2 035	8 218	8 694	9 199	9 733	68.5%
Transfers received	116 535	135 943	135 479	150 730	326 274	284 431	334 788	421 594	447 332	11.1%
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	98.1%
Interest and rent on land	1 406	2 800	1 897	5 812	1 463	235	247	261	276	42.6%
Unclassified revenue	-	-	-	-	-	12 000	-	-	-	0.2%
Tax benefit	-	-	-	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-	-	-	-
Cash paid to stakeholders	116 053	150 798	128 473	184 497	310 133	303 741	402 768	430 037	459 377	14.0%
Current payments	116 053	150 798	128 473	184 497	310 133	303 741	402 768	430 037	459 377	14.0%
Compensation of employees	81 699	73 867	92 836	81 565	131 062	105 120	154 963	167 859	178 860	10.9%
Goods and services	34 071	76 696	35 354	102 932	178 772	198 430	247 502	261 983	280 270	16.2%
Interest and rent on land	283	245	283	-	289	191	203	215	227	60.3%
Tax payment	-	-	-	-	-	-	-	-	-	0.1%
Outside shareholders interest	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-
Cash flow from operating activities	8 516	779	19 902	(26 677)	19 639	1 143	961	1 017	(2 036)	-147.0%
Cash flow from advancing activities (Financial Institutions only)	-	-	-	-	-	-	-	-	-	-
Loan disbursements	-	-	-	-	-	-	-	-	-	-
Loan principal repayments	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Cash flow from investing activities	(730)	(2 295)	(769)	(963)	(812)	(812)	(856)	(902)	(954)	5.5%
Acquisition of property, plant, equipment & intangible assets	(736)	(2 299)	(775)	(963)	(819)	(819)	(864)	(910)	(963)	5.5%
Other flows from investing Activities	6	-	7	-	7	7	8	8	8	6.5%
Domestic	6	-	7	-	7	7	8	8	8	6.5%
Foreign	-	-	-	-	-	-	-	-	-	-0.9%
Cash flow from financing activities	(735)	(129 194)	(771)	(84 648)	(815)	(815)	(858)	(1 016)	(1 075)	9.7%
Deferred income	(196)	297	(206)	-	(218)	(218)	(229)	(353)	(373)	19.7%
Borrowing Activities	-	(5 934)	-	(88 155)	-	-	-	-	-	-
Domestic	-	(5 934)	-	(88 155)	-	-	-	-	-	-
Foreign	-	-	-	-	-	-	-	-	-	-
Repayment of finance leases	-	-	-	(91)	-	-	-	-	-	-
Other (e.g. issuance of shares, revaluations)	(539)	(123 557)	(565)	(6 402)	(697)	(697)	(828)	(863)	(701)	5.5%
Net increase / (decrease) in cash and cash equivalents	7 051	(130 711)	18 362	(122 306)	18 012	(484)	(753)	(901)	(4 065)	-160.9%

Financial position	Budget		Audited Outcome	Budget		Preliminary outcome	Budget estimate	Revised estimate	Medium-term estimate			Net change/total: Average (%)
	2013/14	2014/15		2014/15	2015/16				2016/17	2017/18	2018/19	
Carrying value of assets of which:	94 139	98 752	3 631	98 752	45 113	113 295	113 295	113 295	124 625	137 068	145 039	47.0%
Investments	(1 051 140)	(2 771 007)	(2 296)	(2 771 007)	(983)	(819)	(819)	(819)	(864)	(910)	(953)	-0.3%
Inventory	-	-	77 171	-	83 793	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-	-	-
Accrued investment interest	-	-	-	-	-	-	-	-	-	-	-	-
Receivables and prepayments	11 160	11 708	33 175	11 708	21 931	13 470	13 470	13 470	14 817	16 299	17 244	5.6%
Cash and cash equivalents	69 062	101 885	177 701	101 885	55 393	114 454	114 454	114 454	125 899	138 489	146 521	47.4%
Non-current assets held for sale	-	-	17 167	-	-	-	-	-	-	-	-	-
Defined benefit plan assets	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	204 391	212 345	305 845	212 345	206 230	241 218	241 218	241 218	265 341	291 876	308 805	100.0%
Accumulated surpluses/(deficit)	62 222	62 222	38 183	62 222	30 325	72 073	72 073	72 073	79 281	87 210	92 268	29.9%
Capital and reserves	-	-	57	-	57	-	-	-	-	-	-	-
Capital reserve fund	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Finance lease	122	122	362	122	272	135	135	135	149	163	172	0.1%
Accrued interest	-	-	-	-	-	-	-	-	-	-	-	-
Deferred income	69 188	70 522	-	70 522	-	77 110	77 110	77 110	84 821	93 303	98 715	32.0%
Trade and other payables	26 937	28 257	32 144	28 257	26 833	32 513	32 513	32 513	35 764	39 341	41 623	13.5%
Benefits payable	-	-	-	-	-	-	-	-	-	-	-	-
Capitalised value of pensions	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	45 922	51 222	15 400	51 222	67 207	59 387	59 387	59 387	65 328	71 859	76 027	24.6%
Managed funds (e.g. poverty alleviation fund)	-	-	-	-	-	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	222 689	-	81 536	-	-	-	-	-	-	-
Total equity and liabilities	204 391	212 345	305 845	212 345	206 230	241 218	241 218	241 218	265 341	291 876	308 805	100.0%
Contingent liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Surplus/(deficit), Capital & Reserves	62 222	62 222	38 230	62 222	30 382	72 073	72 073	72 073	79 281	87 210	92 268	



Annexure B



Built environment implementation budget

Confidential



*Initial Projects Proposed for Built environment development
programme function*

30 November 2015

Initial Projects being considered (linked to catalytic projects & mining town intervention priorities)

Confidential



No.	Development	Projects	Province	Units	Type	Timeframes (yrs)
1	Mangaung	Airport Node	Free State	10 233	Public sector	5-10
		Estoire	Free State	3 500	Public sector	5
2	Sasolburg	Sasolburg Properties	Free State	2 243	Public sector	5-10
3	Ekurhuleni	Brakpan Old Location	Gauteng	5 700	Public sector	5
4	Tshwane	MAMAPOE Estates	GP	10 891	Private	5
5	KwaMashu	Greater Kwamashu Urban Hub	Kwazulu-Natal	27 875	Public sector	5-15
6	Lephalale - Thabazimbi Corridor	Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	Limpopo	6 082	Public sector	5
		Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	Limpopo	1 000	Public sector	1
		Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	Limpopo	150	Public sector	1
		Northam Urban Node	Limpopo	14 045	Private sector	n/a
		Worcester	Limpopo	11 100	Private sector	n/a
		Regorogile Ext 8	Limpopo	3 744	Private sector	n/a
		Lephalale (16964 mixed use units)	Limpopo		Private sector	5-10
7	Bojanala Corridor	Bokamosa	North West	4 000	Public sector	5
		Marikana Lonmin SHSP	North West	4 000	Private sector	5
		Boitekong Extension 35	North West	3 154	Private sector	n/a
TOTAL				107 717		

Confidential



Proposed Initial Operational requirements Staff, Operating & Professional Fees Budget

Category	Cost Description	Grade	Number of Units	Unit Cost	Annual Cost per Category	Total Annual Cost	Estimate of HDA Divisional Budget				
							2016/17	2017/18	2018/19	2019/20	2020/21
Staff Costs	Senior Development Manager	EL	1		R 1 500 000	R 1 500 000	R 1 575 000	R 1 653 750	R 1 736 438	R 1 823 259	R 1 914 422
	Development Manager	DU	5		R 1 000 000	R 5 000 000	R 5 250 000	R 5 512 500	R 5 788 125	R 6 077 531	R 6 381 408
	Project Manager	DL	5		R 650 000	R 3 250 000	R 3 412 500	R 3 589 125	R 3 762 281	R 3 950 395	R 4 147 915
	Project Coordinator	CU	2		R 460 000	R 920 000	R 966 000	R 1 014 300	R 1 065 015	R 1 118 266	R 1 174 179
	Senior Legal Expert (Development Contracts)	EL	1		R 1 500 000	R 1 500 000	R 1 575 000	R 1 653 750	R 1 736 438	R 1 823 259	R 1 914 422
	Financial Expert (Packaging and Modelling)	DU	1		R 1 200 000	R 1 200 000	R 1 260 000	R 1 323 000	R 1 389 150	R 1 458 608	R 1 531 538
	Financial Analyst	DL	1		R 650 000	R 650 000	R 682 500	R 716 625	R 752 456	R 790 079	R 829 583
	Administrative support		1		R 120 000	R 120 000	R 126 000	R 132 300	R 138 915	R 145 861	R 153 154
Sub-Total: Staff Costs							R 14 847 000	R 15 589 850	R 16 368 818	R 17 187 258	R 18 046 621
Operating Costs	Rent & Office Costs		17	R 4 200	R 50 400	R 856 800	R 899 640	R 944 622	R 991 853	R 1 041 446	R 1 093 518
	IT / Telephone etc.		17	R 25 000	R 25 000	R 425 000	R 446 250	R 468 563	R 491 991	R 516 590	R 542 420
	Travel costs (* see below)				R 1 062 540	R 1 062 540	R 1 115 667	R 1 171 450	R 1 230 023	R 1 291 524	R 1 356 100
	Recruitment cost				R 708 000	R -	R -	R -	R -	R -	R -
Sub-Total: Operating Costs							R 2 461 557	R 2 584 635	R 2 713 867	R 2 849 560	R 2 992 038
Professional Fees	Town planning					R 818 773 797	R 807 505 504	R 807 505 504	R 807 505 504	R 807 505 504	R 807 505 504
	Urban Design										
	Environmental										
	Geotech										
	Engineering										
Sub-Total: Professional Fees							R 818 773 797	R 807 505 504	R 807 505 504	R 807 505 504	R 807 505 504
Total							R 836 082 354	R 825 679 489	R 826 588 189	R 827 542 323	R 828 544 164

Confidential



Proposed Capital Funding Budget

Pre-fund tion- ment	Province	Project Description	CAPEX					Total
			2016/17	2017/18	2018/19	2019/20	2020/21	
Free State		Airport Node	R 20 054 201	R 40 108 401	R 100 271 003	R 20 054 201	R -	R 180 487 805
Free State		Estoire	R 8 130 081	R 16 260 163	R 40 650 407	R 8 130 081	R -	R 73 170 732
Free State		Sasolburg Properties	R 5 268 293	R 10 536 585	R 26 341 463	R 5 268 293	R -	R 47 414 634
Gauteng		Brakpan Old Location	R 9 658 438	R 19 316 877	R 48 292 192	R 9 658 438	R -	R 86 925 945
GP		MAMAPOE Estates	R 53 184 767	R 106 369 534	R 265 923 834	R 53 184 767	R -	R 478 662 902
Kwazulu-Natal		Greater Kwamashu Urban Hub	R 30 731 707	R 61 463 415	R 153 658 537	R 30 731 707	R -	R 276 585 366
Limpopo		Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	R 22 406 504	R 44 813 008	R 112 032 520	R 22 406 504	R -	R 201 658 537
Limpopo		Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	R 2 032 520	R -	R -	R -	R -	R 2 032 520
Limpopo		Lephalale Altoostyd Integrated Development (Ext 102) plus Marapong CRU	R 1 097 561	R -	R -	R -	R -	R 1 097 561
Limpopo		Northam Urban Node	R 7 772 358	R 15 544 715	R 38 861 789	R 7 772 358	R -	R 69 951 220
Limpopo		Worcester	R 24 390 244	R 48 780 488	R 121 951 220	R 24 390 244	R -	R 219 512 195
Limpopo		Regorogile Ext. 8	R 9 047 183	R 18 094 366	R 45 235 916	R 9 047 183	R -	R 81 424 648
Limpopo		Lephalale (16964 mixed use units)	R 6 717 962	R 13 435 925	R 33 589 812	R 6 717 962	R -	R 60 461 661
West		Bokamosa	R 8 800 377	R 17 600 754	R 44 001 886	R 8 800 377	R -	R 79 203 395
North West		Marikana Lonmin SHSP	R 10 569 106	R 21 138 211	R 52 845 528	R 10 569 106	R -	R 95 121 951
North West		Boitekong Extension 35	R 7 575 863	R 15 151 727	R 37 879 317	R 7 575 863	R -	R 68 182 771
TOTAL			R 227 437 166	R 448 614 169	R 1 121 535 423	R 224 307 085	R -	R 2 021 893 842



Annexure C



Materiality Framework



MATERIALITY AND SIGNIFICANCE FRAMEWORK

Approved By:	Designation:	Date:	Updated:	Updated:

1. INTRODUCTION

- 1.1** In terms of the Public Management Finance Act (No 1 of 1999 as amended) (PFMA) with the Treasury Regulations issued in terms thereof, the accounting authority of the Housing Development Agency ("HDA") requires a framework that determines the value at which incidents of irregular, fruitless and wasteful expenditure require reporting to it.
- 1.2** The Accounting Authority being the Board of the HDA in consultation with the audit committee has approved this framework.
- 1.3** The framework complies with the requirements of the PFMA as follows:
- Materiality: Section 50(1), Section 55(2) and Section 66(1).
 - Significance: Section 54(2).

2. DEFINITIONS

- 2.1** Materiality is an expression of the relative importance of a particular matter in the context of HDA as a whole. Material issues are those things that could make a major difference to the organisation's performance.
- 2.2** The concept of a materiality framework derives from recognition that small (or relatively unimportant) deviations from generally accepted accounting practices should not divert attention from more important aspects of the business.
- 2.3** The major cut-off points in a materiality framework rest at the level where it is believed that a matter is important enough to change the levels of confidence held by stakeholders in the organisation. Other materiality points are those related to the governance of the organisation rather than the audit confidence.
- 2.4** A matter is considered significant if, in the materiality framework, it is considered extensive or important enough to merit attention.
- 2.5** Definitions for both materiality and significance are quantitative and qualitative in nature.

In this document the words and expressions below bear the meanings hereby assigned to them:

Fruitless and wasteful expenditure	Expenditure that was made in vain and would have been avoided had reasonable care been exercised
Irregular expenditure	Expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation
Unauthorised expenditure	Overspending of the entity or expenditure not in accordance with the purpose of the entity

2.5.1 QUALITATIVE DEFINITION

In confirming the qualitative scope of the Materiality and Significance Framework, the HDA annually identifies issues that are relevant to:

- The direct short-term financial performance of the organisation;
- HDA's ability to deliver on its strategy and policies;
- Best practice norms exhibited by peers;
- Stakeholder behaviour and concerns; or
- Societal norms, particularly where linked to possible future regulation;
- Ethical conduct of HDA as an organisation and staff.

3. TREASURY REGULATIONS

TREASURY REGULATION 28.1.5

"For purposes of "material" [sections 50(1), 55(2) and 61(1) (c) of the Act] and "significant" [section 54(2) of the Act], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors."

4. PUBLIC FINANCE MANAGEMENT ACT (1 OF 1999 as amended)

PFMA SECTION		MATERIALITY
Section 50 (1)	(1) The accounting authority for a public entity must – (c) on request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way influence the decision or actions of the executive authority or that legislature;	The HDA is committed to have an open and transparent culture and to disclose any relevant information to its stakeholders. Materiality can only be determined on the nature of the information requested.
Section 54 (2)	(1) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction: a) establishment or participation in the establishment of a company; b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement; c) acquisition or disposal of a significant shareholding in a company; d) acquisition or disposal of a significant asset; e) commencement or cessation of a significant business activity; and f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.	The HDA Act 23 of 2008 was approved by Parliament. N/A N/A Disposal of the 2 buildings in Johannesburg CBD to JOHSCO None N/A
Section 55 (2)	<i>The annual report and financial statements must-</i> (b) include particulars of – (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; (ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular or fruitless and wasteful expenditure; (iii) any losses recovered or written off ; (iv) any financial assistance received from the state and commitments made to the state on its behalf; and (v) any other matters that may be prescribed.	None None None None None
Section 66 (1)	(1) An institution to which this Act applies may not borrow money or issue a guarantee , indemnity or security, or enter into any other transaction that binds or may bind that institution or the Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transaction – (a) is authorised by this Act; and (b) in the case of public entities, is also authorised by other legislation not in conflict with this Act; and (c) in the case of loans by a province or a provincial government business enterprise under the ownership control of a provincial executive, is within the limits as set in terms of the Borrowing Powers of Provincial Governments Act, 1996 (Act No 48 of 1996).	100% compliance with the Act. Full disclosure is required for all such transactions. None None N/A

5. AREAS FOR WHICH MATERIALITY NEEDS TO BE DETERMINED

Area	Reason for materiality	Materiality R
Fruitless and wasteful expenditure	The PFMA requires disclosure of material fruitless and wasteful expenditure (Sec 55 (2) (b))	0
Unauthorised expenditure	The PFMA requires disclosure of material unauthorised expenditure (Sec 55 (2) (b))	0
Irregular expenditure	The PFMA requires disclosure of material irregular expenditure (Sec 55 (2) (b))	0
Criminal losses recovered or written off	The PFMA requires disclosure of losses through criminal behaviour (Sec 55 (2) (b))	0
Write off of fixed assets	The authority does not need to approve all write offs but they need to ensure that where these are of value to the organisation the write off is approved at a high enough level.	750 000
All other financial transactions that take place in the normal course of events including Fruitless and wasteful, unauthorised and Irregular expenditure which the CEO can condone to the amount set out herein.....		750 000

All items above show where **Authority (CEO/CFO)** is required to approve expenses. Below these levels, the accounting authority needs to be **informed after** the approval. This is to ensure that the Authority is always informed about the issues within the organisation.

The level for approval below the **Authority** is contained in the Delegation of Authority document.

Note: Although thresholds are set for "Fruitless and Wasteful, Irregular and Unauthorised expenditure", the Annual Financial Statements of the HDA report all such expenditure (from R0).

PROCEDURES FOR IDENTIFYING MATERIALITY & SIGNIFICANCE

APPENDIX A

Stage 1: Identify issues

Inclusively identify issues that are, or could be, relevant to the business and its stakeholders, and collect the information needed to assess their significance.

Identify a long list of issues relevant to direct short-term financial performance, ability to deliver on strategy and policies, best practice norms exhibited by peers, stakeholder behaviour and concerns, and societal norms. **Draw on internal and external sources of information** including stakeholder engagement, and scientific knowledge about environmental limits, to identify issues relevant to existing strategies, policies and performance management and those which might pose new risks and opportunities.

Stage 2: Prioritise

Assess the issues according to how significant they are and identify what action and information is needed to drive performance.

Choose internal and external criteria to identify issues relevant to the drivers of commercial performance and issues considered important by the stakeholders who matter most to the business.

Decide on thresholds to divide the map into zones of materiality - these are the thresholds which indicate whether an issue is considered significant enough to require corporate action (and at what level) and whether it is significant enough to provoke stakeholder action (and at what level).

Use the criteria, thresholds and evidence to prioritise each individual issue - this may be through a qualitative analysis and discussion or a scoring system. Most businesses have started by classifying the issues into three or more zones relating to the decision to focus on, include or omit an issue from reporting.

NB: At each stage the process should be documented to facilitate analysis and assurance

Stage 3: Review

Ensure that the basis of materiality determination is considered sound and credible both internally and externally and that its implications have been considered.

The CFO considers all the information sources, data and analysis, risk register, seeking further information as necessary, from stakeholder sources and internal points of expertise and accountability.

Internal and external review will strengthen the outcome of the process – the audit committee and the Board review the framework and approve it.

Closing the loop with strategy, performance and reporting - the endpoint of the materiality determination process is a map of the issues that could drive business strategy and performance now and in the future. It illuminates not only what a business should report on but where strategy needs to be responsive to changing social and environmental circumstances. It can be used in a number of ways:

- ✓ **To determine the scope of corporate reports** and other communications so that they are more strategically aligned and useful to external stakeholders.
- ✓ **To promote internal understanding of the link** between sustainable development issues and business strategy.
- ✓ **To feed into ongoing strategy development** by highlighting rapidly emerging issues and enabling them to be factored into strategy development.
- ✓ The basic methodology can be adapted to identify issues related to different areas of internal significance, or to analyse the implications of taking longer time horizons into accounting, planning and reporting.



Annexure D



Risk Register

Risk Number	Operational Area / Objective	Risk	Cause	Consequences	Impact	Risk		Requirements		Control		Residual Risk		Risk Owner	Control Description / Mitigating Factors	Action Date	Action plans	Risk Champion	
						Probability	Value	Rating	Effectiveness	Value	Rating								
NPS	1	Land strategy and planning Develop and lead a national sector-wide land assembly strategy for sustainable human settlements in partnership with organs of State and other key sector stakeholders	Inability to produce a land strategy Limited or no buy in from NDHS, provinces and local government Reliable data limited Lack of capacity (limited suitable skilled personnel)	Ineffective land strategy Non-achievement of HDA's mandate	Major	4	Moderate	500%	12	Moderate	Satisfactory	75%	5	Acceptable	Odette Crofton	Draft strategy to be finalised	31/03/2016		Odette Crofton
NPS	2		Lack of capacity in relation to new positions within HDA for strategy formulation and implementation Redesign of the HDA strategy and organisational structure New area of operation Recruitment timeline Pilot sites not suitable	Inability to produce a sector wide land strategy	Major	4	Almost Certain	500%	20	High	Satisfactory	65%	7	Acceptable	Odette Crofton	Organisational redesign is finalised and approved.	31/03/2016	The process of defining new areas and integration between areas is in progress. The interviews for majority of vacant positions are completed and the recruitment process should be finalised in September/October	Odette Crofton
NPS	3		Reluctant buy in from identified strategic stakeholders At National level - not getting support from NDHS At Provincial and local authorities - territorial political challenges	Strategy not representative of the sector and cannot be implemented	Major	4	Likely	400%	16	High	Satisfactory	95%	0.8	Acceptable	Odette Crofton	Joint quarterly steering committees with stakeholders	31/03/2016	Engage NDHS and other sector stakeholders on an ongoing basis Engagements with regional/provincial/IGR structures and partners	Odette Crofton
NPS	4		Lack of credible information Lack of credible data sources	Not a well informed land strategy	Major	4	Likely	400%	16	High	Satisfactory	35%	10.4	High	Odette Crofton	Verification of data with other data sources/agencies	31/03/2016	Secure credible data Cleaning up of the incorrect and unreliable data	Odette Crofton
LHSS	5	Land and Housing Support Services Provide land and housing development support services to our partners to achieve key national strategic priorities relating to human settlements	Long turn around time in acquiring public sector land Lengthy external processes to acquire public land Dependent on different authorities (municipal/provincial/national) Change in administrative and political leadership Insufficient motivations prepared for proposed land use	Inability to acquire required public sector land Unable to meet expectations of the mandate Loss of credibility Entity not meeting its stated strategic goals	Major	4	Likely	400%	16	High	Weak	20%	12.8	High	Bosco Khoza Lucien Rakgoale	High level engagements with custodian departments Ministerial delivery agreements Documented process flow for key activities and milestones relating to the external parties JCC dedicated to land release meet quarterly Established relationships with key partners Involvement of key stakeholders from the planning phase Completion of checklists to ensure that documentation (motivations) submitted for approval are complete and correct	31/03/2016	CEO engaging with Heads of Departments responsible for public land (DG's); Enhanced Framework for Release of state land	Bosco Khoza Lucien Rakgoale



Annexure E



Indicators Definition

Annexure E

1) Administration

a) CFO's Office

Indicator title	Obtain unqualified financial audit opinion on the financial statements from external auditors
Short definition	Implement effective systems to manage finance, budgets and performance management, SCM, risk management and compliance
Purpose / Importance	Effective internal control systems
Source / collection of data	Portfolio of evidence files / Audit
Method of calculation	Yearly audit External Auditors
Data limitations	Organisational effectiveness / No capital funding
Type of indicator	Outputs and outcomes
Calculation type	Cumulative
Reporting cycle	Yearly
New indicator	Continuous without change
Desired performance	Obtain unqualified financial audit and to provide financial sustainability, operational efficiency and service excellence
Indicator responsibility	Chief Financial Officer

(b) Corporate Services

Indicator title	Positions filled in line with approved establishment plan
Short definition	Capacitate the HDA as a public sector developer
Purpose / Importance	The HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible
Source / collection of data	100% of positions filled in accordance with approved establishment
Method of calculation	Number of positions filled
Data limitations	Budget constraints and monitorium placed of recruitments
Type of indicator	Compact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous without change
Desired performance	Management commitment to recruitment
Indicator responsibility	GM: Corporate Services

Programme 2

Policy Research Monitoring and Evaluation

Indicator title	Number of monitoring, evaluation and information reports against the PSHS (MSP)
Short definition	Promote, guide and monitor spatial investment for human settlements based on the framework for spatial investment for human settlements (PSHS / MSP)

Purpose / Importance	To provide information and research in support of promoting spatial targeting Build partnerships, a knowledge base and monitor and evaluate the performance of the human settlement sector in promoting spatial targeting
Source / collection of data	Maps, Reports, Investigations, Negotiations and Analysis
Method of calculation	Counting of reports
Data limitations	Based on access to available data, staff, funding
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Continues without change
Desired performance	At least 4 reports
Indicator responsibility	GM: Business Intelligence and Intergovernmental Relations

Programme 3

National Programme Support

Indicator title	Preparing and packaging human settlement developments initiated by the HDA Providing support to national priority programmes (catalytic, mining towns and NUSP) Manage design and implement projects within time, cost and quality
Short definition	The purpose of this sub-programme is to identify, plan and package national priority programmes, as well as developments on HDA owned land. This programme will also be responsible for the release of well-located land for human settlement development
Purpose / Importance	To ensure project identification feasibility assessments, drafting of project concepts and frameworks Specific support to national priority programmes, namely catalytic projects, mining towns and NUSP
Source / collection of data	Research, monitor and evaluate
Method of calculation	Project assessment and feasibility studies
Data limitations	Based on access available on data
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous without change
Desired performance	Implementation of projects within time, cost and quality
Indicator responsibility	GM: National Programme Support

Programme 3

a) National Programme Support

Indicator title	Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)
Short definition	The purpose is to identify, acquire and hold suitable and well located land for human settlements development
Purpose / Importance	Releasing well-located land for housing and human settlements targeting poor and lower middle income households. This activity will comprise both identifying and releasing land at a national level, as well as land release through the regions providing support to provinces and municipalities (see programme 3)

	below). Undertaking planning assessments and due diligence on land identified for acquisition.
Source / collection of data	Identifying and releasing of land
Method of calculation	Planning assessments
Data limitations	Land not always well located
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous without change
Desired performance	3000 hectares of well-located land released
Indicator responsibility	GM: NPS

b) Built Environment Implementation

Indicator title	Number of projects implemented in line with approved project plans
Short definition	Development and implementation of assigned projects
Purpose / Importance	Development and implementation of sustainable human settlements
Source / collection of data	Developer role and business case and plan developed
Method of calculation	5 projects prepared and implemented
Data limitations	Project plans not approved
Type of indicator	Impact
Calculation type	Not Cumulative
Reporting cycle	Quarterly
New indicator	Continuous without change
Desired performance	Ensure collaboration and coordination with relevant stakeholders
Indicator responsibility	GM: NPS

Programme 4

Land and Housing Services

Indicator title	Number of provinces provided with capacity support as per MTOP's and business plans Implementation support provided to programmes
Short definition	Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development
Purpose / Importance	Implement technical support and capacity enhancement programmes for human settlements development as agreed with provinces and municipalities covering the HDA services
Source / collection of data	9 provinces provided with capacity support as per MTOPS and business plans
Method of calculation	Progress reports
Data limitations	No capacity support
Type of indicator	Impact
Calculation type	Not Cumulative
Reporting cycle	Quarterly
New indicator	Continuous without change
Desired performance	Support for the implementation of NUSP, Catalytic projects and mining towns
Indicator responsibility	GM: Land and Housing Services