

## Working for integration



The Housing Development Agency  
Five Year Strategic Plan  
**2014/15 to 2018/19**

FINAL, 9 February 2016

## Table of Contents

<b>Foreword by the chairperson</b>	<b>5</b>
<b>Official sign-off</b>	<b>6</b>
<b>1 Part A: Strategic Overview</b>	<b>7</b>
1.1 Establishment of the HDA .....	7
1.2 Classification of the agency.....	7
1.3 Vision statement .....	7
1.4 Mission statement .....	7
1.5 Guiding values .....	7
1.6 Legislative and other mandates .....	8
1.6.1 <i>Legislative mandate</i> .....	8
1.6.2 <i>Five-year written mandate between the Minister and the HDA board</i> .....	11
1.6.3 <i>Expectations of the Minister</i> .....	12
1.6.4 <i>Medium Term Strategic Framework (2014)</i> .....	12
1.6.5 <i>Other policy mandates</i> .....	12
1.7 Situational analysis .....	13
1.7.1 <i>HDA's operating environment</i> .....	13
1.7.2 <i>Performance environment</i> .....	15
1.7.3 <i>Key achievements of the HDA since its inception</i> .....	16
1.8 Organisational environment .....	16
1.8.1 <i>Strategic planning process</i> .....	16
1.8.1 <i>HDA as developer</i> .....	24
1.8.2 <i>Governance structures</i> .....	25
1.8.3 <i>Organisational arrangements</i> .....	26
1.9 Strategic outcome-oriented goals of the HDA.....	27
<b>2 Part B: Strategic Objectives</b>	<b>28</b>
2.1 Summary strategic objectives by programme.....	28
2.2 Programmes .....	29
2.2.1 <i>Programme 1: Administration</i> .....	29
2.2.2 <i>Programme 2: Policy Research Monitoring and Information</i> .....	30
2.2.3 <i>Programme 3: National Programme Support</i> .....	30
2.2.4 <i>Programme 4: Land and Housing Services</i> .....	32
2.3 Macro performance indicators .....	32
2.4 Resource considerations.....	35
2.4.1 <i>Capacity mobilisation approach</i> .....	35
2.4.2 <i>Overall funding arrangements</i> .....	35
2.4.3 <i>HDA Budget 2014 to 2019</i> .....	36
2.5 Risk management .....	36
2.6 Performance plans.....	38

## List of Figures

Figure 1: Where HDA fits in the human settlements value chain.....	17
Figure 2: HDA revised functions.....	19
Figure 3: HDA Board and sub-committee structure .....	25
Figure 4: HDA Revised functional structure .....	26

## List of Tables

Table 1: Functions of the HDA as defined by the HDA Act.....	8
Table 2: Draft Mandate - Minister of Human Settlements and the HDA Board .....	11
Table 3: HDA revised functions mapped against the Ministerial Mandate and HDA Act.....	20
Table 4: HDA strategic outcome oriented goals.....	27
Table 5: Strategic goals and objectives by programme .....	28
Table 6: HDA Macro performance indicators .....	33
Table 7: HDA Opex 2014/15 – 2018/19 (Rm).....	36
Table 8: Key Risks & Mitigation.....	37

## Annexures

Annexure A: Five year Budget (2014/15 to 2018/19)

Annexure B: Built environment implementation budget

## Acronyms & Abbreviations

CEO	Chief Executive Officer
CFO	Chief Financial Officer
HDA	Housing Development Agency
IP	Implementation Protocol
JCC	Joint Coordinating Committee
LA	Local Authority
LAPGIS	Land and Property Spatial Information System
MEC	Member of Executive Committee
MTEF	Medium-Term Expenditure Framework
MTOP	Medium-Term Operational Plans
MTSF	Medium-Term Strategic Framework
NaHSLI	National Human Settlement Land Index
NDHS	National Department of Human Settlements
NUSP	National Upgrading Support Programme
PHDA	Priority Housing Development Areas
SCM	Supply Chain Management
SLA	Service Level Agreement
SOC	State Owned Corporations

## Foreword by the chairperson

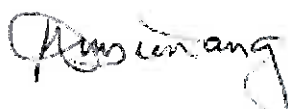
Our new Five Year Strategic Plan for the period 2014/15 to 2018/19 incorporates the extensive experience HDA has acquired over 6 years in key aspects of human settlement delivery throughout the country. We have unparalleled knowledge of land assembly, informal settlement upgrades, project management (including mega project management), and project pipeline development. Our land identification and profiling geospatial tools, namely the Land and Property Spatial Information System (LAPSIS) and National Human Settlement Land Index (NaHSLI) have been widely used, and allowed us to develop a strategic (master) spatial planning framework for the sector as a whole. This experience covers the public and private sectors, the formal and informal property markets, as well as urban and rural environments. And I am pleased to say most of this intellectual capital and practical experience has been captured in an extensive library of publications, all of which are easily accessible on our website.

From an operational point of view I am pleased to observe that the HDA has established a reputation for delivery on time and within budget. We have grown beyond a single, central office based in Johannesburg and two project offices based in Cape Town and Port Elizabeth, to 6 regional offices supporting agreements with 9 provinces and 5 metros as well as the national programmes for 50 mega projects including informal settlement upgrades, and the development of 23 mining towns. Our new strategic plan calls for additional capacity to support offices in all 9 provinces as well as an important new role as a public sector developer.

From a funding point of view, the Agency was able to justify increased funding support through achieving the targets set by both the National Department and the various provincial and operational agreements. Our growth in activity and funds under management have required a commensurate increase in financial and risk management and management systems. Our track record of 6 unqualified audit reports is testimony to the Agency's ability to manage the growth. However it should be noted that the new strategic plan does provide for the development of a business model and new systems to ensure we are able to manage and control the growth expected of us. It must also be noted that additional funds would be required if we are to meet the expectations required of us in the newly published Medium Term Strategic Framework.

In terms of this new mandate, 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, supporting the 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 for the next five years as set out in this strategic plan are framed within the national focus and these specific requirements.

On behalf of the Board I am pleased to present the HDA's Five Year Strategic Plan 2014/15 to 2018/19. It is our view that the plan continues to provide a secure basis for sustained growth and delivery and for the HDA to continue to make a contribution towards achieving government's human settlements goals.

A handwritten signature in black ink, appearing to read 'Mavuso Msimang', written in a cursive style.

**Mr Mavuso Msimang** (Chairperson: HDA Board)

## Official sign-off

It is hereby certified that this Strategic 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) Takes into account all the relevant policies, legislation and other mandates for which the HDA is responsible
- 3) Accurately reflects the strategic outcome oriented goals and objectives which the HDA will endeavour to achieve over the period 2014/15 to 2018/19
- 4) Was approved at an HDA Board meeting held on 24 January 2016

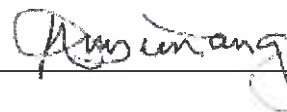
**Ms Rooksana Moola**  
*Chief Financial Officer*

Signature: 

**Mr Pascal Moloji**  
*Chief Executive Officer*  
(Accounting Officer)

Signature: 

**Mr Mavuso Msimang**  
*Chairperson HDA Board*

Signature: 

**Hon. Lindiwe Sisulu**  
**Minister Human Settlements**  
Executive Authority

Signature: \_\_\_\_\_

## 1 Part A: 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 Legislative and other mandates

### 1.6.1 Legislative mandate

The HDA Act provides for the establishment of the HDA and sets out the objects, roles, powers and duties of the Agency.

The functions of the HDA are provided in Section 7 (1) of the HDA Act and are listed in the table below.

**Table 1: Functions of the HDA as defined by the HDA Act**

HDA Act Section	Deliverable/ Service/ Product
7(1) (a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities	<ul style="list-style-type: none"> <li>● Strategic plan</li> </ul>
7(1) (b) Develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development	<ul style="list-style-type: none"> <li>● Land assembly plans</li> <li>● Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>
7(1) (c) Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law	<ul style="list-style-type: none"> <li>● Statutory and project development documentation</li> <li>● Preparing approvals for submission</li> </ul>
7(1) (d) Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements	<ul style="list-style-type: none"> <li>● Land acquisition status reports</li> </ul>
7(1) (e) Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery	<ul style="list-style-type: none"> <li>● Capacity support services and the Municipal Support Programme</li> <li>● Developing good practices, templates, documentation and forms to facilitate approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> </ul>
7(1) (f) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services	<ul style="list-style-type: none"> <li>● Collaboration agreements with organisations of state</li> </ul>



HDA Act Section	Deliverable/ Service/ Product
7(1) (g) Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development	<ul style="list-style-type: none"> <li>● Acquisition of identified land, holding and releasing of land</li> <li>● Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>
7(1) (h) Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development	<ul style="list-style-type: none"> <li>● Projects</li> <li>● Developing good practices, templates, documentation and forms to facilitate approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> <li>● Providing contract management services</li> <li>● Providing project structuring, assembly and packaging services</li> </ul>
7(1) (i) Contract with any organ of state for the purposes of acquiring land for residential housing and community development for the creation of sustainable human settlement	<ul style="list-style-type: none"> <li>● Land assembly and acquisition contracts</li> <li>● Identifying, acquiring, managing and developing land for human settlements for organs of state</li> </ul>
7(1) (j) Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> </ul>
7(1) (k) Assist organs of state with the upgrading of informal settlements	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> </ul>

HDA Act Section	Deliverable/ Service/ Product
7(1) (l) Assist organs of state in respect of emergency housing solutions	<ul style="list-style-type: none"> <li>● Assistance as required and defined in framework for programme</li> <li>● Preparing approvals for submission</li> <li>● Developing good practices, templates, documentation and forms to support approval applications</li> <li>● Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>● Delivering technical services</li> <li>● Identifying, acquiring, managing and developing land for human settlements for organs of state</li> <li>● Providing contract management services</li> <li>● Providing project structuring, assembly and packaging services</li> </ul>
7(2) (b) Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency	<ul style="list-style-type: none"> <li>● Risk and fraud mitigation measures</li> </ul>
7(2) (d) Introduce and manage a land inventory and information system	<ul style="list-style-type: none"> <li>● Relevant systems</li> <li>● National Human Settlements Land Inventory</li> <li>● Land and Property Spatial Information System</li> </ul>
7(3) (a) Declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks (b) Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a) (c) Implement such measures as may be prescribed to fast-track housing development in the declared priority housing development areas	<ul style="list-style-type: none"> <li>● Facilitate approval and declaration of PHDAs</li> <li>● Enabling projects in priority housing development areas</li> </ul>

The above functions, products and services are subject to criteria that are defined in S7 (2) of the Act, as follows:

- 7 (2) (a): ensure that residential and community developments are sustainable, viable and appropriately located

- 7 (2) (c): ensure that job creation is optimised in the process of residential and community development
- 7 (2) (e): ensure that community participation takes place

In terms of section 5 of the Act, the Minister may authorise the Agency to perform any additional function that is consistent with the Act. Furthermore the Minister, in consultation with various MECs, may direct the Agency to conclude land assembly and/or project management agreements with organs of state that lack the capacity to do so.

### 1.6.2 Five-year written mandate between the Minister and the HDA board

The HDA Act requires that a written mandate is concluded between the Minister of Human Settlements and the HDA which sets out the operational and performance indicators against which the performance of the HDA is measured.

A new written mandate between the Minister of Human Settlements and the HDA Board is being prepared for signing by the two parties. The performance indicators and targets specified in this mandate can be seen in the table below.

**Table 2: 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	Ongoing

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.

### **1.6.3 Expectations of the Minister**

Over and above the mandate, the Minister has additional expectations as indicated in a number of discussions and presentations. The key components of these expectations that directly relate to the HDA are as follows:

- The HDA will be responsible for the revitalisation programme for **23 mining towns**.
- **HDA will be part of a team responsible for identifying and implementing 50 mega projects over the next five years.** These are seen to be catalytic projects comprising at least 10,000 housing units and 5,000 informal settlement upgrades. The projects need to be selected on the basis that they will have a significant impact on the environment.
- **N2 Gateway to be refocused as a national priority project.** The lessons learnt from the project need to be documented and the project closed.
- **A credible housing database** covering both housing and land needs to be established.
- **The HDA should be restructured so as to become a fully-fledged developer** whose job is not only to acquire and prepare land, but to facilitate the development and project manage agreed projects.
- The **HDA is responsible for developing a strategic (master) spatial plan** which will create a framework within which project funding will flow.

### **1.6.4 Medium Term Strategic Framework (2014)**

On the basis of the new Medium Term Strategic Framework (2014) the HDA anticipates being directly responsible for the acquisition of 10 000 hectares of well-located publicly owned land and buildings released for human settlement development. In addition the HDA will be required to contribute towards the provision of 1.5 million housing opportunities in quality living environments by 2019, as well as the implementation of 50 catalytic projects.

### **1.6.5 Other policy mandates**

The core policy approaches underpinning South Africa's national housing programme are reflected through the following policy documents and legislation<sup>1</sup>:

- The Constitution of South Africa, 1996 (Act No. 108 of 1996)
- The Housing Act, 1997 (Act No. 107 of 1997 as amended in 1999 and 2001)

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<sup>1</sup> Financial and Fiscal Commission, Options analysis: Alternative paradigms for housing delivery in South Africa, Final Report, October 2012

- The Comprehensive Plan 'Breaking New Ground in Housing Delivery', National Department of Housing, September 2004
- Outcome 8, Sustainable Human Settlements and an improved quality of household life, 2010 and as amended in 2015
- The National Development Plan, Vision for 2030, National Planning Commission, November 2011

## 1.7 Situational analysis

### 1.7.1 HDA's operating environment

The **human settlement sector** in South Africa is concerned with the delivery of basic services and houses within a spatial framework which relies on good location and transport infrastructure to ensure good access to the necessary economic and social infrastructure and opportunities sought by households and communities. For the housing sector to operate effectively there also needs to be the required management and maintenance of public infrastructure and public environments, as well as inclusive markets in respect of housing and other human settlement related fixed investments (industrial, commercial and retail facilities). A **functional housing** sector therefore comprises a complex interplay of market forces, private sector firms, governmental roles and regulation, financing and facilitative interventions, as well as the inputs and responsibilities of households themselves.

Currently the human settlement sector faces a number of key challenges which are entrenched and are severely inhibiting the supply of appropriate housing products and the effective functioning of the sector. These challenges were in existence when the HDA was established and continue to undermine delivery within the sector. The challenges that are particularly relevant to the HDA include the following<sup>2</sup>:

- **Access to bulk Infrastructure:** Municipalities are responsible for developing and financing bulk infrastructure, the costs of which are traditionally recouped through imposing development charges on new housing development. Bulk infrastructure development is not occurring in a manner that supports and unlocks land for housing development. Bulk infrastructure is either not available either because of a lack of funding or as a result of planning delays. In the short term, this affects the ability of developers to obtain service agreements for new developments and in some cases leads to broken agreements that threaten project feasibility and developer sustainability. In the medium to long term, it threatens the sustainability of human settlements.
- **Rehabilitation of the infrastructure network in existing formal areas including the capacity to densify:** Municipalities in South Africa are not making adequate provision for the long-term preventive maintenance, refurbishment and eventual replacement of their infrastructure. In the medium term this impacts on

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<sup>2</sup> Adapted from Financial and Fiscal Commission, Options analysis: Alternative paradigms for housing delivery in South Africa, Final Report, October 2012

the sustainability of existing residential areas and of the ability to densify such areas.

- **Lack of access to incremental end user finance:** For individuals earning below R3,500 per month or who are not formally employed, the only form of end user finance for purchasing or upgrading a house that is accessible are incremental or small loans. However the cost of such unsecured debt is high.  
Further high levels of unemployment and indebtedness (see below) restricts the ability of individuals to access such funding.
- **Lack of access to affordable end user mortgage finance:** Mortgage finance is only affordable to households earning above approximately R7,000. For a range of reasons financial institutions are reluctant to extend mortgage finance for housing, as they focus their limited capital on other asset classes.
- **High levels of household indebtedness:** Household indebtedness is extremely high. This leaves little disposable income and constrained affordability for additional credit, and over-extends those with high proportions of household debt.
- **Limited access to land for lower income housing:** There is limited access to well-located land largely due to the costs of and difficulties in accessing well-located state land and acquiring well-located private land, due to a lack of appropriate fiscal instruments and incentives.
- **Extended period for municipal planning and proclamation approvals:** There is an extended period for municipal planning and proclamation approvals due to onerous regulatory requirements and inadequate capacity within municipalities. This increases the cost of development and undermines the viability of projects.
- **Land use municipal regulation (subdivision and adding of rental units):** There are extensive delays in respect of zoning approvals and issuing development rights, which causes extensive delays and inhibits the densification of existing residential areas.
- **Backlogs in registered ownership:** A study by Urban LandMark (2012) reveals that the registration of title to subsidy properties in favour of beneficiaries is not happening in approximately one third of cases. The study estimates that just over one third (35%) of all houses delivered through the housing subsidy scheme have not been provided with a title deed, amounting to approximately one million housing subsidy beneficiaries.
- **Informal settlements:** The existence of informal settlements and the low quality of housing and marginalisation in respect of access to public services, municipal management and urban facilities to their occupants is a key challenge. Over the past six years there has been increasing government support to address this challenge through the upgrading of informal settlements. To this end the National Upgrading Support Programme has been established to support municipalities to undertake **this**.
- **The compact city:** South African cities are characterised by an inefficient and inequitable spatial structure which comprises very low densities, the poor located on the periphery of the city often in areas that are marginalised and a lack of cost



effective transport systems. Increasingly there is recognition that the spatial intervention to address this issue is linked to the creation of affordable transportation networks that link low income residential areas to cities.

- **The existing housing market:** There is a recognition among stakeholders that the existing housing market is effective for upper middle and high income households (households earning approximately above R15,000 per month). However the housing market is currently not effective for lower middle and low income households. In this regard there is a lack of access to serviced stands, housing products and end user finance.

### **1.7.2 Performance environment**

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 clear 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 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 will continue to provide support services and will extend its current six regional offices to all nine provinces.

It is noted that 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. The fundamental question of a dedicated grant to the Agency for the principal legislated mandate of land acquisition and assembly needs to be addressed urgently.

Within this environment, and as noted below, the HDA has achieved much since its inception. The changes required to meet the targets of the Strategic Plan are discussed below.

### **1.7.3 Key achievements of the HDA since its inception**

- The HDA has facilitated the release of approximately 12 000 hectares of state-owned land for human settlement development.
- A Master Spatial Plan was developed by the HDA and fast-tracked by the Ministry.
- A total of 16 properties are currently held by the Agency and 27 leases are in place.
- The 2 Johannesburg inner city buildings/properties have been released for social housing.
- The HDA's GIS tool, known as LaPsis (land and property spatial information system), has 470 registered users and is widely used in various provinces and municipalities.
- A Joint Coordinating Committee on State Land Release (JCC) has been established.
- The Priority Housing Development Area (PHDA) framework is complete and was adopted by the Parliamentary Portfolio Committee.
- 18 agreements with provinces and local authorities are in place, more specifically there are Implementation Protocols (IPs) signed with all 9 provinces and with 5 metros.
- 6 Medium Term Operational Plans (MTOPs) arising from the implementation protocols have been signed with North West, Northern Cape, Limpopo, Free State, Mpumalanga and KwaZulu-Natal.
- Zanemvula and N2 Gateway have performed well over the period.
- The HDA has operated within the grant and other funds provided.
- The HDA has achieved unqualified audits since its inception.

## **1.8 Organisational environment**

### **1.8.1 Strategic planning process**

The HDA contributes to the realisation of the human settlement development priorities working in collaboration with various other stakeholders. In giving effect to the legislated functions of the Agency and the prevailing needs, priorities and expectations in the human settlement development sector (see section 1.6 and 1.7 above), the Agency undertook a comprehensive strategic planning process to align its focus and activities with the new

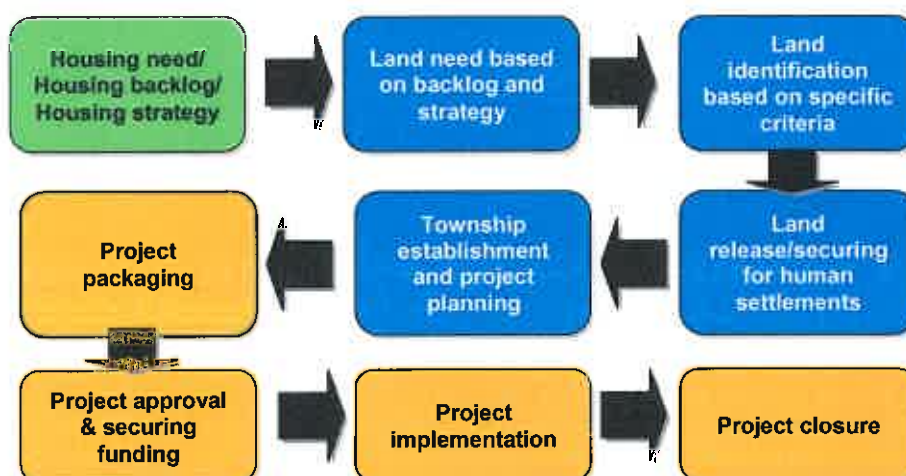
MTSF and the Minister's priorities. The process comprised a review of the first six years of the HDA operations, the current business model, the context in which it is operating and where it needs to focus its energy and activities. An external facilitator was appointed to guide the process. All staff (head office and the regions) and the Board actively participated in the process.

The key findings from the strategic planning process were the following:

- **The HDA operates in a unique space** being the only public entity with a specific focus on land issues. In addition the HDA has developed project implementation support capacity that is extremely effective in supporting all spheres of government in implementing integrated human settlement programmes.

The figure below indicates where the HDA fits into the human settlements value chain.

**Figure 1: HDA support in the human settlements value chain**



- **The HDA's current business model involves an integrated process of providing project management support** and on the basis of this undertaking the land identification, development and release functions. Key principles of the model are:
  - Land identification, development and release must occur within the framework of human settlement delivery as being undertaken by municipalities. Consequently this function is undertaken through agreements with municipalities and in response to requests made by them.
  - Project management support is used as the basis by which land identification, development and release occurs.
  - Local focus and driven through regional offices.

- In order to deliver as developer, the HDA would need to establish sufficient capacity and funding. The initial target for developments will be five projects.
- The Schedule 3a Public Entity status of the HDA limits its scope for raising own funds either through fees or the utilisation of land sales and loans. Importantly key transactions and the retention of surpluses are subject to Treasury approval. This has been a key prohibiting factor that has undermined the HDA's ability to acquire and release land for human settlement development. This needs to be addressed if the HDA is to perform the Ministers expected role of a developer.
- The HDA's overall balance sheet is healthy but insufficient to undertake any significant land transactions. The bulk of the expenditure, as well as staffing, is allocated to project support / implementation (the bulk of which sits in regions / projects). By far the most significant income source is grants, with management fees still very limited as a source of income (although this is increasing). The HDA has managed to deliver annual operating surpluses over the last four years.
- Two key ratios are critical in respect of HDA going forward namely cost to income ratio and the staff to income ratio. HDA needs to monitor these ratios as this is where it is vulnerable from a financial and sustainability point of view. Going forward the total cost to income ratio should not go higher than 95%.

In response to the above, the HDA has revised its functions, goals and strategic objectives in order to better direct the work and activities of the Agency.

The intentions is to ensure that the HDA plan and absorb the focused direction and 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, based on the principle that the entire human settlements value chain be supported:.

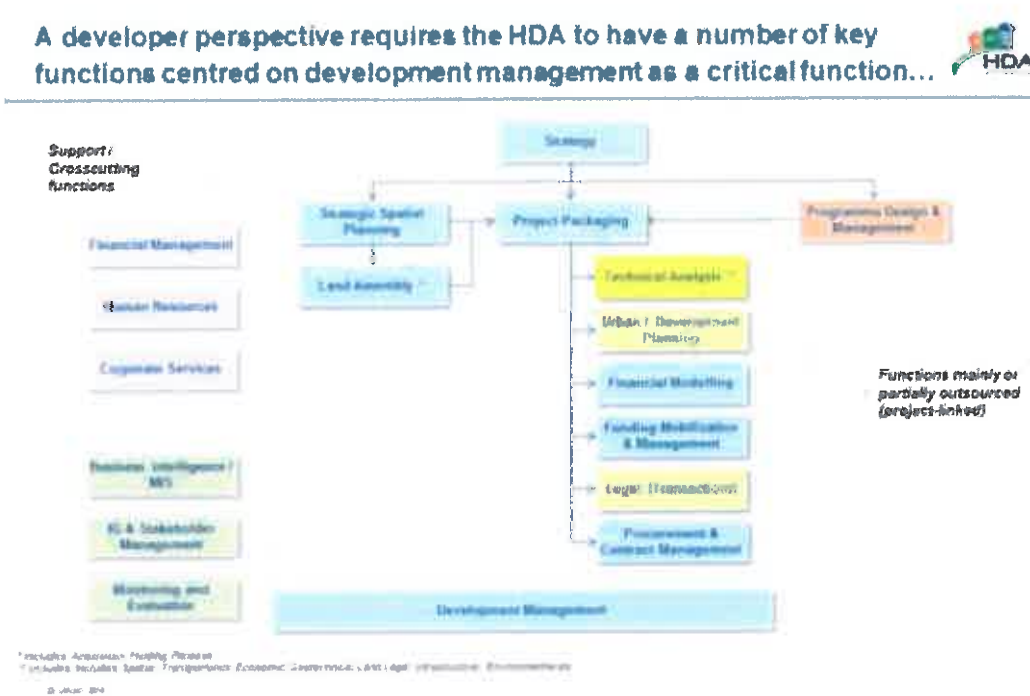
Figure 2: HDA support in the human settlements value chain



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 3: Key Functions in the HDA



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 4: HDA Key Operational Functions



The above functions were mapped against the HDA Act and the ministerial mandate (see sections 1.6.1 and 1.6.2 above) and as shown in the table below and form the basis by

with the organisational structure has been revised. In addition the key activities of the organisation over the next five years will be undertaken within these functions.

**Table 3: HDA revised functions mapped against the Ministerial Mandate and HDA Act**

Ministerial Mandate	Deliverable / Service/ Product	Function
Develop, implement & maintain an approved Master Spatial Plan (MSP) for the human settlements sector	<ul style="list-style-type: none"> <li>1 (ongoing implementation)</li> </ul>	Policy Research Monitoring and Information
Number of catalytic projects (including mining towns) provided with implementation support and/or oversight as per business plans	<ul style="list-style-type: none"> <li>50 catalytic projects</li> </ul>	Land & Housing Services
		Policy Research Monitoring and Information
		National Programme Support
		Built Environment Implementation
Number of hectares of well-located land released for human settlement development (targeting poor and middle income households)	<ul style="list-style-type: none"> <li>10 000 ha</li> </ul>	National Programme Support
Number of provinces (municipalities included in support to province) supported with HDA services	<ul style="list-style-type: none"> <li>9 provinces</li> </ul>	Land & Housing Services

HDA Act Section	Deliverable / Service/ Product	Function
7(1) (a) Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities	<ul style="list-style-type: none"> <li>Strategic plan</li> </ul>	Policy Research Monitoring and Information
7(1) (b) Develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development	<ul style="list-style-type: none"> <li>Land assembly plans</li> <li>Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>	Land & Housing Services



HDA Act Section	Deliverable / Service/ Product	Function
7(1) (c) Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law	<ul style="list-style-type: none"> <li>Statutory and project development documentation</li> <li>Preparing approvals for submission</li> </ul>	Land & Housing Services
7(1) (d) Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements	<ul style="list-style-type: none"> <li>Land acquisition status reports</li> <li>Progress of development of land and landed property reports</li> </ul>	National Programme Support
		Policy Research Monitoring and Information
7(1) (e) Enhance the capacity of organs of state including skills transfer to enable them to meet the demand for housing delivery	<ul style="list-style-type: none"> <li>Capacity support services and the Municipal Support Programme</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Developing good practices, templates, documentation and forms to facilitate approval applications</li> </ul>	Land & Housing Services
		Policy Research Monitoring and Information
7(1) (f) Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services	<ul style="list-style-type: none"> <li>Collaboration agreements with organisations of state</li> </ul>	Policy Research Monitoring and Information
		Land & Housing Services
7(1) (g) Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development	<ul style="list-style-type: none"> <li>Acquisition of identified land, holding and releasing of land</li> <li>Developing medium-term land and building assembly programmes for provinces, municipalities and National Government</li> </ul>	Land & Housing Services
		National Programme Support
7(1) (h) Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development	<ul style="list-style-type: none"> <li>Projects</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Providing project structuring, assembly and packaging services</li> <li>Providing contract management services</li> <li>Developing good practices, templates, documentation and forms to facilitate approval applications</li> </ul>	Land & Housing Services
		Policy Research Monitoring and Information
		Built Environment Implementation

HDA Act Section	Deliverable / Service/ Product	Function
7(1) (i) Contract with any organ of state for the purposes of acquiring land for residential housing and community development for the creation of sustainable human settlement	<ul style="list-style-type: none"> <li>Land assembly and acquisition contracts</li> <li>Identifying, acquiring, managing and developing land for human settlements for organs of state</li> </ul>	Land & Housing Services
		National Programme Support
7(1) (j) Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period	<ul style="list-style-type: none"> <li>Assistance as required and defined in framework for programme</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Developing good practices, templates, documentation and forms to support approval applications</li> </ul>	Land & Housing Services
		Policy Research Monitoring and Information
		National Programme Support
		Built Environment Implementation
7(1) (k) Assist organs of state with the upgrading of informal settlements	<ul style="list-style-type: none"> <li>Assistance as required and defined in framework for programme</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> <li>Developing good practices, templates, documentation and forms to support approval applications</li> </ul>	Land & Housing Services
		National Programme Support
		Policy Research Monitoring and Information
7(1) (l) Assist organs of state in respect of emergency housing solutions	<ul style="list-style-type: none"> <li>Assistance as required and defined in framework for programme</li> <li>Preparing approvals for submission</li> <li>Providing and/or enhancing capacity support in land assembly and project preparation and implementation</li> <li>Delivering technical services</li> </ul>	Land & Housing Services



HDA Act Section	Deliverable / Service/ Product	Function
	<ul style="list-style-type: none"> <li>Identifying, acquiring, managing and developing land for human settlements for organs of state</li> <li>Providing project structuring, assembly and packaging services</li> <li>Developing good practices,</li> <li>Templates, documentation and forms to support approval applications</li> <li>Providing contract management services</li> </ul>	Policy Research Monitoring and Information
7(2) (b) Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency	<ul style="list-style-type: none"> <li>Risk and fraud mitigation measures</li> </ul>	Administration (CFO's Office)
7(2) (d) Introduce and manage a land inventory and information system	<ul style="list-style-type: none"> <li>Relevant systems</li> <li>National Human Settlements Land Inventory</li> <li>Land and Property Spatial Information System</li> </ul>	Policy Research Monitoring and Information
7(3) (a) Declare priority housing development areas for residential and community purposes in accordance with integrated development plans and provincial spatial development frameworks (b) Develop and submit a development plan for such priority housing development areas as contemplated in subsection 1(a) (c) Implement such measures as may be prescribed to fast-track housing development in the declared priority housing development areas	<ul style="list-style-type: none"> <li>Facilitate approval and declaration of PHDAs</li> <li>Enabling projects in priority housing development areas</li> </ul>	Land & Housing Services
		Policy Research Monitoring and Information
		National Programme Support

### 1.8.1 HDA as developer

The HDA's business model has evolved since its establishment. The focus at inception was on the establishment of the organization and the management of two Section 29 projects (N2 Gateway and Zanemvula). Over time project management support functions to Provinces and Municipalities became a key activity and was used as the basis by which land identification, development and release occurred. Initially undertaken from head office this shifted to a strong presence in the regions with offices established in Free State, Gauteng, Limpopo, Western Cape, Eastern Cape, Northern Cape and Free State.

More recently the focus shifted to land assembly. The HDA has developed a national sector-wide land assembly strategy. The strategy will ensure that well-located land is identified and released for development along a human settlement continuum, and this will be supported by geospatial tools, namely Land and Property Spatial Information System (LAPGIS) and National Human Settlement Land Index (NaHSLI).

Given the above it is evident that the HDA already has the mandate to operate as a property development agency and therefore there is no need for revisions to the Act. While the HDA has been undertaking some project management activities project development has not been a key function. *Developer role is distinct from project management or implementing agent role:*

- “Implementing agent means the entity, organ of state, or business enterprise responsible for the implementation of the priority housing development area plan as identified in terms of these regulations” (HDA Act – *HDA is currently undertaking this role*)
- Project managers have the responsibility for planning, procurement and execution of a project (cost, time, scope and quality - *HDA is currently undertaking this role*)
- Developers are responsible for conceptualising, funding, planning, coordination, managing etc. of the process of property development from the beginning to end, converting plans, needs and ideas into property, adding value and taking risk
  - This can include the acquisition of land, planning / designing, financing and construction, selling or managing.
  - Developers typically work with many different counterparts along each step of this process, including architects, planners, engineers, surveyors, contractors, other developers and more.
- *It is important to note that the developer role is not a construction / contractor role nor the financier role.*

The HDA will focus on five big impactful projects that will make a significant contribution to housing delivery in the next three to five years (in excess of 100,000 units) (see section 4.1 4 below). The intervention is being considered as a **game changer** in the way in which bulk infrastructure and government investment in human settlement is undertaken. A **critical** component will be partnering, both in respect of public sector entities and private sector developer/contractor's.

### 1.8.2 Governance structures

**Governing Board:** The governance of the Agency is entrusted to a Governing Board, with the Minister of Human Settlements being the executive authority responsible for the Agency. The HDA Board's term of office expired in October 2015. A new board was appointed by the National Minister and effective from 4 November 2015.

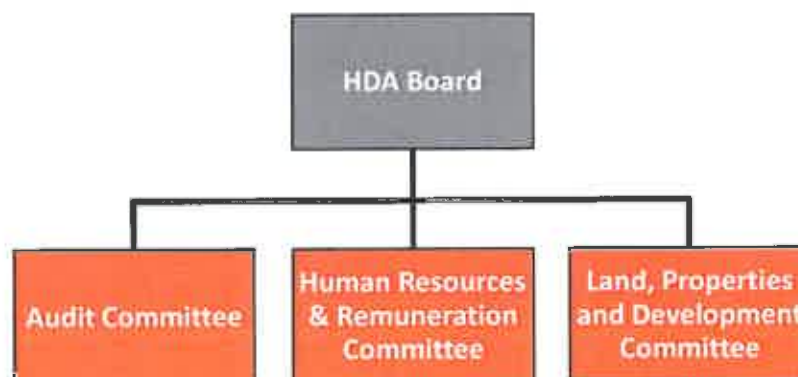
The Board consists of nine members.

- Four non-executive members are appointed by the Minister for Human Settlements.
- A further three non-executive members are each designated by the Ministers for
  - Public Works,
  - Rural Development and Land Reform, and
  - Cooperative Governance and Traditional Affairs respectively
- Two executive members are the CEO and the CFO.

The HDA Board has considered and approved the Board Charter which is compliant with the Department of Human Settlement's Public Entities Framework for Governance. The Board undertakes to align itself with the King 3 Report on Good Governance.

The structure of the Board and its sub-committees is illustrated below:

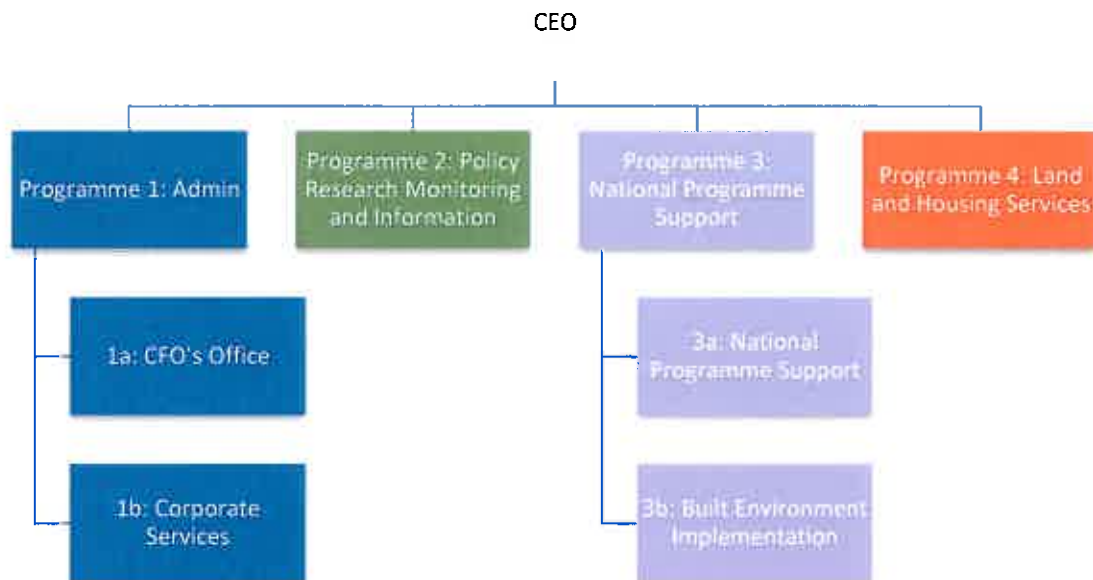
Figure 2: HDA Board and sub-committee structure



### 1.8.3 Organisational arrangements

The HDA's organisational structure has changed over time as the business model has evolved. The figure below details the HDA's functional structure based on changes in line with the strategic review undertaken (see section 1.8.1 above).

**Figure 3: HDA Revised functional structure**



**Management of the Agency:** In terms of its macro structure, the Agency is managed by the Chief Executive Officer assisted by a senior management team, which includes the Chief Financial Officer and the general managers.

**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 above structure is a revision to the current structure of the HDA and will enable the organisation to more effectively implement the functions as defined. The programmes are described in more detail below.

## 1.9 Strategic outcome-oriented goals of the HDA

Given the above, the HDA's five strategic outcome oriented goals are set out in the table below.

**Table 4: HDA strategic outcome oriented goals**

Programme	Strategic Outcome Goals	Goal Statement
Programme 1: Administration	Programme 1(a): CFO's office	To provide financial sustainability, operational efficiency and service excellence providing overall organisational support services to operate and function as a public sector developer with a track record of quality, effective delivery and professional service.
	Programme 1(b): Corporate Services	
Programme 2: 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.
Programme 3: National Programme Support	Programme 3(a): National Programme Support	Support national programmes and developments, and release well-located land for human settlement development.
	Programme 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.



## 2 Part B: Strategic Objectives

### 2.1 Summary strategic objectives by programme

The strategic objectives will be implemented through the following four programmes:

- Programme 1a: CFO's office
- Programme 1b: Corporate Services
- Programme 2: Policy Research Monitoring and Information
- Programme 3a: National Programme Support
- Programme 3b: Built Environment Implementation
- Programme 4: Land & Housing Services

The strategic objectives pertaining to the strategic goals and programmes are shown in the table below.

**Table 5: 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"> <li>• Effective internal control systems</li> </ul>
	1(b) Corporate Services	Provide, operational efficiency and service excellence	<ul style="list-style-type: none"> <li>• The HDA is an internally cohesive and effective public sector developer with systems that are stable and accessible</li> </ul>
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"> <li>• Provide information and research in support of promoting spatial targeting</li> </ul>
Programme 3: National Programme Support	3(a) National Programme Support	Support national programmes and developments, and release well-located land for human settlements development	<ul style="list-style-type: none"> <li>• Release of land for human settlements development</li> <li>• Specific support to national priority programmes - catalytic projects, mining towns and NUSP</li> </ul>

Programme		Strategic goal	Strategic objectives
	<b>3(b) Built Environment Implementation</b>	Develop and implement sustainable human settlement projects for the public sector	<ul style="list-style-type: none"> <li>Development and implementation of sustainable human settlements</li> </ul>
<b>Programme 4: Land &amp; Housing Services</b>		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"> <li>Enhancing capacity, support and technical skills of provinces and municipalities for human settlement development</li> </ul>

## 2.2 Programmes

### 2.2.1 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 followed:

#### 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
- Information technology
- Facilities management
- Legal services



The CEO's office will no longer be reported as a separate programme as previously.

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 utilised.
  - Standard automated operational procedures and systems will be put in place within the organisation that is accessible by the regions

### ***2.2.2 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 and promoting the Strategic Master Spatial Plan
- 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

### ***2.2.3 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.

## **2.2.4 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

## **2.3 Macro performance indicators**

Summarised overleaf are the macro performance indicators for the HDA.

**Table 6: HDA Macro performance indicators**

Macro Indicators	Goal and Programme Most Closely 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	Technical support to projects in 22	Technical support to projects in 22 mining	Technical support to projects in 22 mining

Macro Indicators	Goal and Programme Most Closely Linked to Achievement Indicator	Targets Estimates				
		2014/15	2015/16	2016/17	2017/18	2018/19
			mining towns	mining towns	towns	towns
			Identification of 50 catalytic projects	50 Catalytic projects supported	50 Catalytic projects supported	50 Catalytic projects supported
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.

## 2.4 Resource considerations

### 2.4.1 Capacity mobilisation approach

The strategic plan envisages an increase in the activities of the HDA and also in the number of staff members recruited. The existing human resource processes will be applied in this regard.

The revised organisational structure of the HDA adopts a matrix organisational form where staff members from the various programmes will be required to work together on projects and activities. This will require high levels of flexibility from staff members and the ability to work cooperatively. This will be taken into consideration when recruiting new staff.

### 2.4.2 Overall funding arrangements

In terms of section 25 of the HDA Act, the Agency must utilise its funds to defray expenses incurred by it in the performance of its functions. Accordingly, the Act provides for the funds of the Agency to consist of:

- (a) Money appropriated by Parliament
- (b) Donations or contributions received by the Agency with the approval of the Minister
- (c) Interest on investments of the Agency
- (d) Loans raised by the Agency, subject to section 26
- (e) Proceeds from the sale of land
- (f) Fees for services rendered based on cost recovery
- (g) Subsidies and grants granted by the organs of state

Within the 2015/16 MTEF period, the operating grant of R 176,183 million has been allocated to the HDA in respect of ordinary Parliamentary appropriation.

The Agency only receives interest earned from its funds as held in an ordinary bank account.

No capital funding is as yet available directly to the Agency for land acquisition. In some instances land has been purchased at the request of provinces from provincially availed funds. The HDA five-year budget proposal is attached as [Annexure A](#).

There is an urgent need for the HDA's land acquisition function to be funded directly and explicitly through either significantly increasing the quantum of funds appropriated to the Agency or a predetermined share of the Integrated Housing and Human Settlements Development Grant.

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.

### 2.4.3 HDA Budget 2014 to 2019

#### Operational budget

The MTEF allocation for 2016/17 is R167,513 million. The estimated budget allocation for the five years is as follows:

**Table 7: HDA Opex 2013/14 – 2018/19 (Rm)**

Year No.	1	2	3	4	5	6
Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>MTEF Allocation (Rm)</b>	R97,497	R186,363	R176, 183	R167,512	R215,668	R228,170

It is considered that in the light of the legislated functions that the Agency is to fulfil, the current MTEF allocation is inadequate and would require review for the next five-year period.

#### Capital budget

There is currently no capital grant allocation confirmed for the HDA for land acquisition for privately-owned land. The HDA therefore focuses on releasing state-owned land.

To date the HDA has submitted proposals for funds to support the purchase of SOC land (R315 million). Purchases are done on the basis of provincially availed funds.

#### Built environment implementation

A work in progress budget for Programme 5: Built Environment Implementation is attached as Annexure B. 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).

## 2.5 Risk management

The HDA reviews its risk assessment on an annual basis. The HDA has developed and is implementing a risk policy. The Board through its sub-committees takes overall responsibility for risk in the HDA. Risk registers are in place to monitor risks on an ongoing basis. The Agency has identified the following key strategic risks over the next five years:



**Table 8: Key Risks & Mitigation**

#	Risk	Risk Description	Mitigating Action
1	Inadequate programme and capital budget to acquire well-located land in the human settlement sector	Lack of funding to acquire well-located land in the human settlement sector	Preparation of a programme for land acquisitions
2	Slow release of state land	Slow release of land to the HDA and other Organs of State Slow land preparation process	Delivery agreements JCC processes Intergovernmental collaboration
3	Limited demand for HDA services	Limited demand for project services Lack of understanding of HDA service offering	Service offering plan to be communicated to stakeholders
4	Mobilisation of adequate capacity in response to requests	Unable to acquire required skill level in specified time frame. Dependency on HR and SCM processes	An annual plan for capacity assembly and a plan for ad hoc requests to be put in place
5	Lack of approval and lack of support for PHDA policy	No approval and support of identified policies	Constant follow-up with NDHS; pre-identification of possible PHDA with provinces
6	Sustainability of the HDA	Financial sustainability and Organisational sustainability arising from sector expectations and organisational growth	Diversifying funding streams Growth plan and business model
7	Misalignment of coordination with key organs of State	Lack of coordination of plans, activities and expectations with key organs of state Absence of protocols with key organs of state	Secure agreements for collaboration Undertaking joint planning and programming
8	Changes in political support for the Strategic Spatial Plan	Potential re-alignment of work stream to new objectives	Ensure decision makers have full awareness and understanding of the Strategic Spatial Plan
9	Endorsement by the Department and the Ministry for spatial and monitoring tools	Adoption of the tools by the Department and the Ministry	Cement relationships with key stakeholders

A risk register is attached as Annexure D



## 2.6 Performance plans

PROGRAMME 1 Administration		Programme Strategic Goal: Provide financial sustainability							
SUB-PROGRAMME 1a: CFD'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		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		2016/17	2017/18	2018/19
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 Programmes Support									
PROGRAMME 3a: National Programmes Support		Sub-programme Strategic Goal: Support national programmes and developments, and release well-located land for human settlement development							
Strategic Objectives	Measurable Objective (Strategic Activities)	Performance Measure/Indicator	Acchievment performance			Estimated performance 2015/16	RTET period targets		
			2012/13	2013/14	2014/15	2015/16	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 3a: Built 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		2015/16	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 work in progress budget for Programme 5: Built Environment Implementation is attached as [Annexure B](#). 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 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		2015/16	2016/17	2017/18
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	4852 housing units and 4000	-	-

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
						units in Nelson Mandela Bay	serviced sites in Nelson 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	1500 serviced sites in Lephalale Limpopo Province
			-	-		373 disaster/emergency housing units completed in Limpopo Province	315 disaster housing units completed in Limpopo	290 disaster housing units completed in Limpopo

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	2015/16	2016/17	2017/18	2018/19
						366 site and services in Gauteng Province			
						2000 housing units in Gauteng Province			
			-	-	1660 serviced sites in Sol Plaatje, Northern Cape	200 housing units in Sol Plaatje, Northern Cape	200 housing units in Sol Plaatje, Northern Cape	-	-
			-		1888 planned sites in Gasegonyana, Northern Cape	1000 serviced sites in Kuruman, Northern Cape	1000 serviced sites in Kuruman, Northern Cape	-	-









# Board Resolutions

**HDA Board Resolution No: JAN16/173**

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

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

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**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;

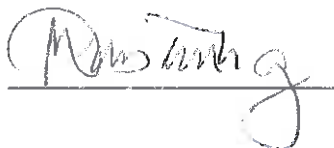
The Quarter 3 Report be approved; and

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**



**HDA Board Resolution No: JAN16/175**

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

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**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

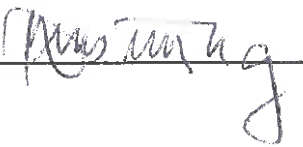
**RESOLVED:**

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

**THUS DONE AND SIGNED AT JOHANNESBURG ON**

25/1/16

**THE CHAIRPERSON OF THE HDA BOARD**







# **Annexure A**



# **Five year budget (2014/15 to 2018/19)**





Cash flow data		Budget	Audited Outcome	Budget	Preliminary outcome	Budget estimate	Revised estimate	Medium-term estimate	Average growth rate (%)	Expenditure total: Average (%)		
R thousand		2013/14	2013/14	2014/15	2014/15	2015/16	2015/16	2016/17	2017/18	2018/19		
<b>Cash receipts from stakeholders</b>		124 569	151 577	148 375	157 820	328 772	304 884	403 728	431 054	457 341	11.5%	100.0%
Tax receipts		-	-	-	-	-	-	-	-	-	-	-
Sales of goods and services other than capital assets		6 628	8 834	10 999	1 276	2 035	8 216	8 684	9 199	9 733	66.5%	1.8%
Transfers received		116 535	139 943	135 479	150 730	326 274	284 431	394 788	421 594	447 332	11.1%	98.1%
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-	-
Interest and rent on land		1 406	2 800	1 897	5 812	1 463	235	247	261	276	-42.6%	0.2%
Unclassified revenue		-	-	-	-	-	12 000	-	-	-	-	-
Tax benefit		-	-	-	-	-	-	-	-	-	-	-
Outside shareholders interest		-	-	-	-	-	-	-	-	-	-	-
<b>Cash paid to stakeholders</b>		116 053	150 798	128 473	184 497	310 133	303 741	402 788	430 037	459 377	14.0%	98.5%
Current payments		116 053	150 798	128 473	184 497	310 133	303 741	402 768	430 037	459 377	14.0%	100.0%
Compensation of employees		81 699	73 867	92 835	81 565	131 062	105 120	154 963	167 859	178 880	10.9%	35.7%
Goods and services		34 071	76 886	35 354	102 932	178 772	198 430	247 602	261 963	280 270	16.2%	60.3%
Interest and rent on land		283	245	283	-	299	191	203	215	227	-8.8%	0.1%
Tax payment		-	-	-	-	-	-	-	-	-	-	-
Outside shareholders interest		-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-
<b>Cash flow from operating activities</b>		8 516	779	19 902	(26 677)	19 639	1 143	961	1 017	(2 036)	-147.0%	-
<b>Cash flow from advancing activities (Financial Institutions on)</b>		-	-	-	-	-	-	-	-	-	-	-
Loan disbursements		-	-	-	-	-	-	-	-	-	-	-
Loan principal repayments		-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-
<b>Cash flow from investing activities</b>		(730)	(2 296)	(769)	(983)	(812)	(812)	(856)	(902)	(954)	5.5%	-
Acquisition of property, plant, equipment & intangible assets		(736)	(2 296)	(776)	(983)	(819)	(819)	(864)	(910)	(963)	5.5%	100.9%
Other flows from Investing Activities		6	-	7	-	7	7	8	8	8	6.5%	-0.9%
Domestic		6	-	7	-	7	7	8	8	8	6.5%	-0.9%
Foreign		-	-	-	-	-	-	-	-	-	-	-
<b>Cash flow from financing activities</b>		(735)	(128 194)	(771)	(94 648)	(815)	(815)	(858)	(1 016)	(1 075)	9.7%	-
Deferred Income		(196)	297	(206)	-	(218)	(218)	(229)	(353)	(373)	19.7%	30.7%
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)	(597)	(597)	(629)	(663)	(701)	5.5%	68.3%
<b>Net increase / (decrease) in cash and cash equivalents</b>		7 051	(130 711)	18 382	(122 308)	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	2013/14	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19		
Carrying value of assets of which:	94 139	3 637	98 752	45 113	113 295	113 295	124 625	145 039	47.0%	
Acquisition of assets	(1 081 140)	(2 256)	(2 771 007)	(983)	(818)	(819)	(864)	(910)	(963)	
Investments	-	-	-	-	-	-	-	-	-	
Inventory	-	77 171	-	83 793	-	-	-	-	-	
Loans	-	-	-	-	-	-	-	-	-	
Accrued investment interest	-	-	-	-	-	-	-	-	-	
Receivables and prepayments	11 160	33 175	11 708	21 931	13 470	13 470	14 817	16 299	5.6%	
Cash and cash equivalents	99 092	177 701	101 885	55 393	114 454	114 454	125 899	138 489	47.4%	
Non-current assets held for sale	-	17 167	-	-	-	-	-	-	-	
Defined benefit plan assets	-	-	-	-	-	-	-	-	-	
Taxation	-	-	-	-	-	-	-	-	-	
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	
<b>Total assets</b>	<b>204 391</b>	<b>308 845</b>	<b>212 345</b>	<b>206 230</b>	<b>241 218</b>	<b>241 218</b>	<b>265 341</b>	<b>281 876</b>	<b>308 805</b>	
Accumulated surplus/(deficit)	62 222	38 183	62 222	30 325	72 073	72 073	79 281	87 210	92 288	
Capital and reserves	-	57	-	-	-	-	-	-	-	
Capital reserve fund	-	-	-	-	-	-	-	-	-	
Borrowings	-	-	-	-	-	-	-	-	-	
Finance lease	122	362	122	272	135	135	149	163	172	
Accrued interest	-	-	-	-	-	-	-	-	-	
Deferred income	69 188	-	70 522	-	77 110	77 110	84 821	93 303	88 715	
Trade and other payables	26 937	32 144	28 257	26 833	32 513	32 513	35 764	39 341	41 623	
Benefits payable	-	-	-	-	-	-	-	-	-	
Capitalised value of pensions	-	-	-	-	-	-	-	-	-	
Taxation	-	-	-	-	-	-	-	-	-	
Provisions	45 922	15 400	51 222	67 207	59 387	59 387	65 326	71 859	76 027	
Managed funds (e.g. poverty alleviation fund)	-	-	-	-	-	-	-	-	-	
Derivatives financial instruments	-	222 689	-	81 536	-	-	-	-	-	
<b>Total equity and liabilities</b>	<b>204 391</b>	<b>308 845</b>	<b>212 345</b>	<b>206 230</b>	<b>241 218</b>	<b>241 218</b>	<b>265 341</b>	<b>281 876</b>	<b>308 805</b>	
Contingent liabilities	-	-	-	-	-	-	-	-	-	
<b>Accumulated Surplus/(deficit), Capital &amp; Reserves</b>	<b>62 222</b>	<b>38 250</b>	<b>62 222</b>	<b>30 382</b>	<b>72 073</b>	<b>72 073</b>	<b>79 281</b>	<b>87 210</b>	<b>92 288</b>	





# **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)

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	6-10
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
<b>TOTAL</b>				<b>107 717</b>		

# Proposed Initial Operational requirements Staff, Operating & Professional Fees Budget

Cost 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 3 583 125	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
	<b>Sub-Total: Staff Costs</b>							<b>R 14 847 000</b>	<b>R 15 589 350</b>	<b>R 16 368 818</b>	<b>R 17 187 258</b>
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 -
<b>Sub-Total: Operating Costs</b>							<b>R 2 461 557</b>	<b>R 2 584 635</b>	<b>R 2 713 867</b>	<b>R 2 849 560</b>	<b>R 2 992 038</b>
Professional Fees	Town planning						R 818 773 797	R 807 505 504	R 807 505 504	R 807 505 504	R 807 505 504
	Urban Design										
	Environmental										
	Geotech										
	Engineering										
Architecture											
<b>Sub-Total: Professional Fees</b>							<b>R 818 773 797</b>	<b>R 807 505 504</b>	<b>R 807 505 504</b>	<b>R 807 505 504</b>	<b>R 807 505 504</b>
<b>Total</b>							<b>R 836 082 354</b>	<b>R 825 679 489</b>	<b>R 826 588 189</b>	<b>R 827 542 323</b>	<b>R 828 544 164</b>

## Proposed Capital Funding Budget

Pre-fund assumption - requirement		5%	10%	15%	5%	0%	45%
Province	Project Description	2016/17	2017/18	CAPEX 2018/19	2019/20	2020/21	Total
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
North 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
<b>TOTAL</b>		<b>R 227 437 166</b>	<b>R 448 614 169</b>	<b>R 1 121 535 423</b>	<b>R 224 307 085</b>	<b>R -</b>	<b>R 2 021 893 842</b>



# Draft Project Status – tbc (due dilligence process)



No.	Development	Projects	Project Packaging					Implementation					
			Concept & Feasibility (Project Preparation)*	Development Framework	Land Assembly	Technical Analysis	Development Plan / Detailed Design	Implementation Plan & Procurement	Township Establishment	Bulk Infrastructure	Internal Infrastructure	Top-structures	Social & Economic Facilities
1	Mangaung	Airport Node	Completed	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Estoire	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
2	Sasolburg	Sasolburg Properties	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
3	Ekurhuleni	Brakpan Old Location	Partial or Unclear (?)	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started	Not started
4	Tshwane	MAMAPOE Estates	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
5	KwaMashu	Greater KwaMashu	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
6	Lephalale – Thabazimbi Corridor	Lephalale Altoostyd A	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Lephalale Altoostyd B	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Lephalale Altoostyd C	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Northam Urban Node	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Completed	Not started	Not started	Not started
		Worcester	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Regorogile Ext. 8	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
		Lephalale	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started
7	Bojanala Corridor	Bokamosa	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Completed	Completed	Completed	Completed
		Marikana Lonmin SHSP	Partial or Unclear (?)	Completed	Completed	Completed	Completed	Completed	Not started	Completed	Completed	Completed	Completed
		Boitekong Extension 35	Not started	Completed	Completed	Completed	Completed	Completed	Not started	Not started	Not started	Not started	Not started