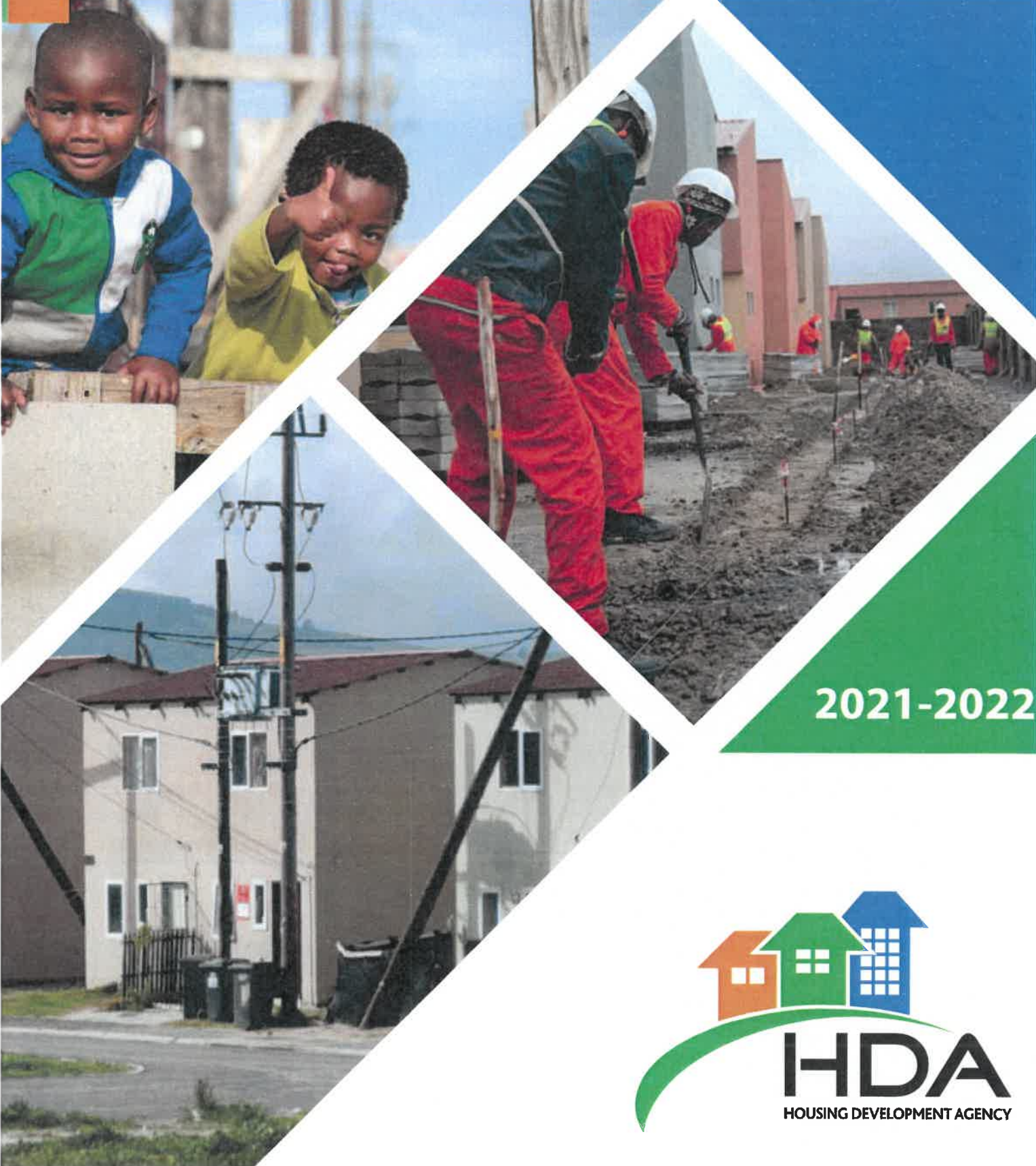




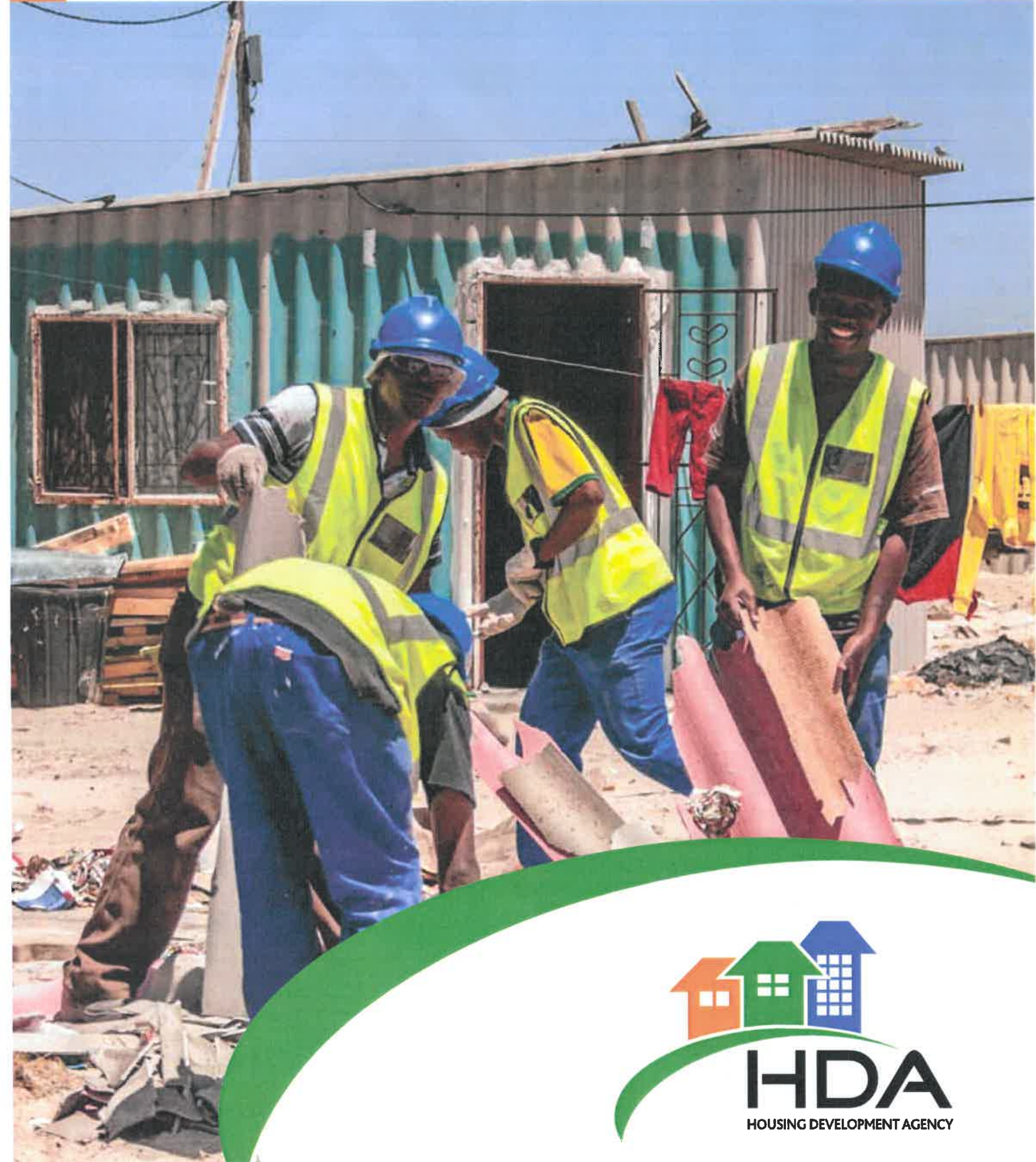
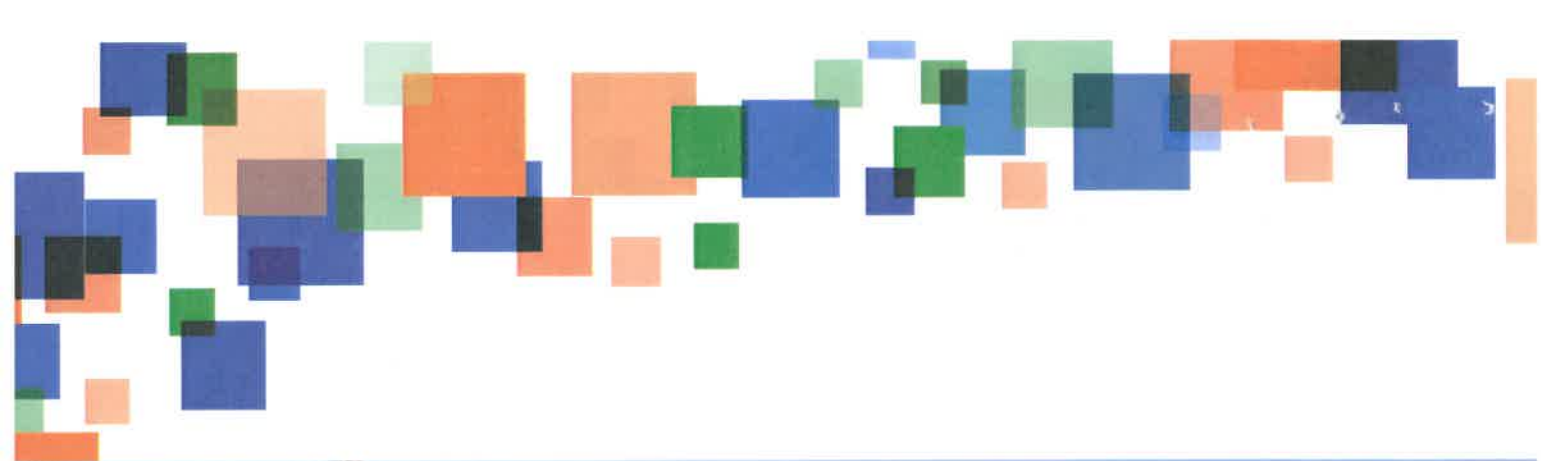
# ANNUAL PERFORMANCE PLAN



2021-2022







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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>BEPP</b>	Built Environment Performance Plan
<b>CFO</b>	Chief Financial Officer
<b>COJ</b>	City of Johannesburg
<b>CPP</b>	Catalytic Projects Programme
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DPAD</b>	Development Planning and Area Design
<b>DRDLR</b>	Department of Rural Development and Land Reform
<b>EE</b>	Employment Equity
<b>GIS</b>	Geographic Information Systems
<b>GRAP</b>	Generally, Recognised Accounting Practice
<b>HDA</b>	Housing development Agency
<b>HR</b>	Human Resources
<b>HSDG</b>	Human Settlements Development Grant
<b>HSF</b>	Human Settlement Forum
<b>HOD</b>	Head of Department
<b>HS</b>	Human Settlements
<b>IBT</b>	Innovative Building Technologies
<b>IGR</b>	Intergovernmental Relations
<b>IGRFA</b>	Intergovernmental Framework Act
<b>IGR&amp;SA</b>	Intergovernmental Relations and Strategy Alignment
<b>i.r.o</b>	in relation to
<b>IP</b>	Implementation Protocol
<b>ISA</b>	International Standard on Auditing
<b>ISSAI</b>	International Standards of Supreme Audit Institutions
<b>ISU</b>	Informal Settlement Upgrading
<b>IT</b>	Information Technology
<b>JCC</b>	Joint Cooperating Committee
<b>JOSHCO</b>	Johannesburg Social Housing Company
<b>KZN</b>	KwaZulu-Natal
<b>LA</b>	Local Authority
<b>LAPGIS</b>	Land and Property Spatial Information System
<b>LHSS</b>	Land Housing Support Services
<b>LIR</b>	Land Identification Register
<b>LIS</b>	Land Information Services
<b>LM</b>	Local Municipality
<b>LPA</b>	Land Planning and Assembly

## LIST OF ABBREVIATIONS (CONTINUED)

M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MINMEC	Ministers and Member of Executive Council
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
MTOP	Medium-term Operational Plan
NAHSLI	National Human Settlements Land Inventory
NDHS	National Department of Human Settlements
NDPW	National Department of Public Works
NHBRC	National Home Builder Registration Council
NLAS	National Land Assembly Programme
NUSP	National Support Programme
PAA	Productive Asset Allowance
PDA	Priority Development Areas
PFMA	Public Finance Management Act
PHSHDA	Priority Human Settlements Housing Development Areas
PPT	Project Preparation Trust



## EXECUTIVE AUTHORITY STATEMENT

In July 2014, when presenting my Budget Speech, I announced the strategic shift the Housing Development Agency (HDA) will be making to serve as “a fully-fledged public sector property developer”. Since my announcement, the HDA with the support of my Department has put in place the building blocks to reflect the strategic shift.

It is important to note that the strategic shift does not detract from but rather provides a niche role for the HDA, as one of multiple role-players involved in delivering spatially and socio-economically integrated human settlements, communities and neighbourhoods. In these settlements, our people will live in close proximity to places of work, with access to social facilities and necessary infrastructure.

The focused property developer role of the HDA is well captured in its Strategic Plan for the 6th term of governance and is aligned to the priorities set for the human settlements sector in new Medium Term Strategic Framework 2020-2025. During the 2021/2022 financial year, the HDA will, in earnest, begin the transition to its role of being a public sector property developer, in compliance with the HDA Act (No 23 of 2008) which established the Agency.

Simultaneously, the HDA will continue to implement all tasks delegated to it by the National Department of Human Settlements in relation to Priority Human Settlement Housing Development Areas (PHSHDA's), the informal settlement upgrading programme and Covid 19 related support programmes. The Shareholder's Compact I will sign with the HDA for the next 5-year period will reflect its strategic shift and continuing responsibilities.

I'm confident the new Board that I appointed will work closely with the management and staff of the HDA, to put all hands-on deck to achieve the outputs and targets reflected in this 21/22 Annual Performance Plan (APP).

LN Sisulu, MP  
Minister of Human Settlements, Water and Sanitation



## BOARD CHAIRPERSON STATEMENT

As an entity of the National Department of Human Settlements, Water and Sanitation, the HDA is committed to providing access to integrated human settlements that are inclusive of socio-economic amenities and services, close to places of work and that generally results in equitable spatial transformation.

During the 20/21 financial year, the Agency finalised its strategic approach to proactively fulfil its mandate, within the context of the HDA Act 23 of 2008 and to realise the July 2014 announcement made by the Minister of Human Settlements that this can best be achieved through the Agency serving as a fully-fledged public sector property developer of choice. This 21/22 APP represents the transition the Agency is making towards performing this role in totality. Of significance in this regard is the introduction in the APP of five (5) strategic initiatives that the HDA will be implementing. Two (2) of these initiatives are already under way with the Agency managing the construction of a combined 780 units. The remaining three initiatives will be implemented on HDA-owned land, with the Agency being responsible for the full value chain of development from conceptualisation through to implementation and property management services post implementation. This APP provides indicators and targets pertaining to (a) the planning and packaging of the projects to be developed on this land, and (b) the raising of additional capital of just under R1.2 billion through structured financial partnerships with relevant partners. The Agency plans to utilise additional funding provided by the NDHS and/or provincial departments of human settlements for these strategic initiatives to leverage the additional capital required.

To address past challenges of the delivery of housing units and serviced stands being double counted by the Agency and its provincial and municipal partners, we have in this APP separated the projects and targets where the agency is solely responsible for the actual delivery and the projects where the Agency only provides project management services. Within this context the Agency will deliver 5030 housing units, 4188 serviced stands and 5891 temporary residential units. It is also managing six (6) bucket eradication projects and 42 other HS projects.

The Agency will continue its work pertaining to the development of multi-year development plans for the PSHDA's, the acquisition of well-located land for human settlement developments as well as the Informal Settlements Upgrading Programme, Revitalisation of Mining Towns and Catalytic Projects.

As a Board, we are aware that the 21/22 financial year is a significant milestone of the Agency and are assured that this APP sets us on the path to being public sector property developer of choice.

We present this Annual Performance Plan 2021-22 confident that the HDA management and staff are capable and fully prepared to put all efforts and resources towards accelerating the delivery of sustainable human settlements to and improved quality of life for households.

Yours Sincerely



**Mr. Mikki Xayiya**  
Board Chairperson

## OFFICIAL SIGN-OFF

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

- 1) Was developed by the management of the Housing Development Agency (HDA) under the guidance of the HDA Board
- 2) Takes into account the relevant policies, legislations and other mandates for which the Housing Development Agency is responsible
- 3) Accurately reflects the outcomes and outputs which the Housing Development Agency will endeavour to achieve over 21/22 Financial Year.

Mr. Bosco Khoza:

Executive Manager - Programme 1, 2, 3 & 4



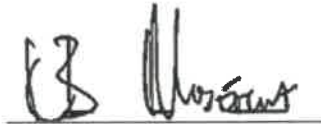
Ms. Melony Van Eck:

Executive Manager- Strategic Support



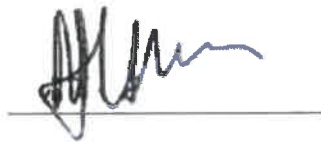
Mr. Brian Mosehla

Acting Chief Financial Officer



Mr. Stephen Poya

Acting Chief Executive Officer



Approved by:

Mr Mikki Xayiya

Board Chairperson



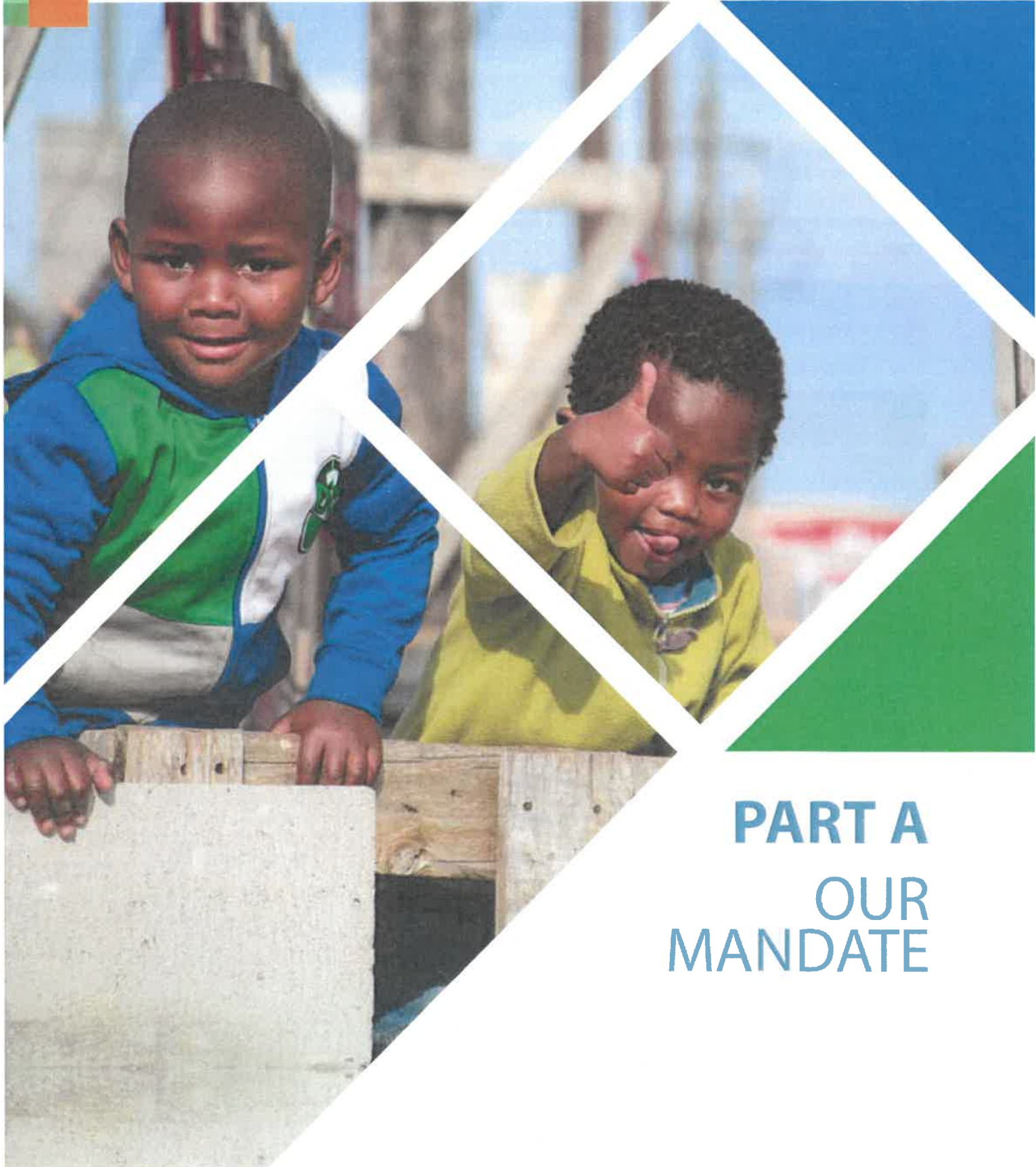
Honourable Minister L N Sisulu (MP)

Minister Human Settlements,

Water and Sanitation

Executive Authority





**PART A**  
**OUR**  
**MANDATE**



## PART A OUR MANDATE

### 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

#### 1.1 LEGISLATIVE MANDATES

##### 1.1.1 HDA ACT 23 OF 2008

The legislative mandate of the HDA for the 2021-2022 financial year (21/22 FY) and its associated Medium Term Expenditure Framework (MTEF) period continues to be derived from the HDA Act 23 of 2008 (the Act).

During July 2020 of the previous financial year, the HDA undertook a strategic process towards ensuring that the Agency:

- Fulfils its mandate in terms of the entirety of the Act,
- Realises the announcement of the Minister of Human Settlements in her budget vote speech of April 2014 that the HDA serves as “a fully-fledged property development agency”; and
- Activates the HDA’s Board decision of 11 March 2016 when it approved a Business Case in support of the Minister’s 2014 April statement.

Relevant sections of the Act that the HDA will foreground and emphasise starting in the 21/22 FY towards its journey of becoming “a fully-fledged property development agency” are reflected in the following Table 1.

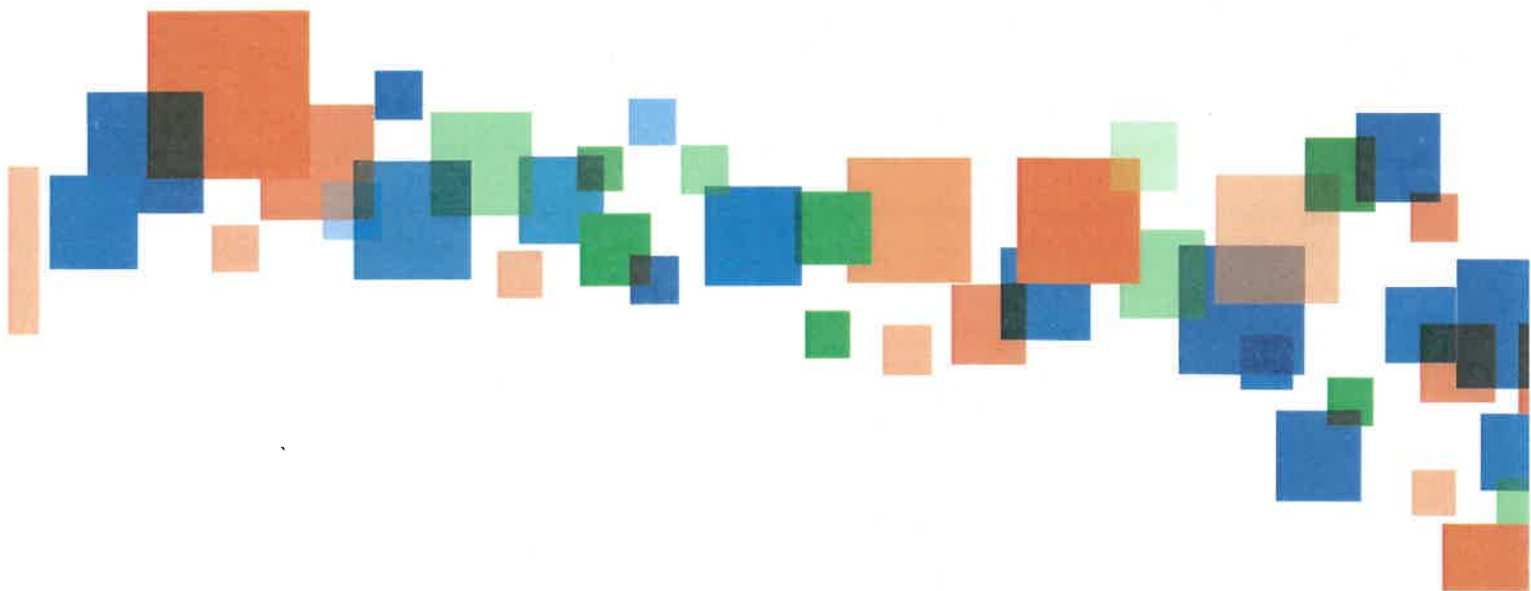
Table 1: Relevant Sections of HDA Act 23 Of 2008 that will be foregrounded and emphasised starting in the 21/22 FY.

SECTION OF THE ACT	WHAT IT STATES...	HOW HDA WILL IMPLEMENT IT...
<b>SECTIONS THAT SUPPORT THE PROPERTY DEVELOPER ROLE</b>		
Definitions	<p><b>“Develop”</b> means improving or undertaking the development of land acquired by the Agency or the Agency giving sub-contracts to developers to improve or to undertake the development of acquired land by erecting buildings or structure for the purpose of housing delivery.</p> <p><b>“Land”</b> includes a right in land.  <b>“Landed Property”</b> means land with improvements including buildings, structures and purposes</p>	The Agency will begin implementing five (5) housing development projects on land that it has already acquired and is holding, and that is suitable for the development of integrated human settlements.
Section 2: <b>Purpose</b>	<p>The purpose of this Act is to provide for the –</p> <p>(a) establishment of the Agency which will facilitate the acquisition of land and landed property, in a way that complements the capacities of Government across all spheres;</p> <p>(b) objects, role, powers and duties of the agency; and</p> <p>(c) fast-tracking of land acquisition and housing development services for the purpose of creating sustainable human settlements</p>	<p>The Agency will continue to respond to requests from provinces and municipalities for the acquisition of land and landed property on its behalf.</p> <p>However, the Agency will also work towards acquiring land and landed property in its own right to fulfil its fully-fledged property developer role.</p>

## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

SECTION OF THE ACT	WHAT IT STATES...	HOW HDA WILL IMPLEMENT IT...
Section 4: Objects of the Agency - 4(a)	Identify, acquire, hold, develop and release state, communal and privately-owned land for residential and community purposes and for the creation of sustainable human settlements.	These sections allow the Agency to acquire land for brownfield and Greenfields, development, as well as for socio-economic amenities as part of developing integrated human settlements.
Section 5: Role of the Agency – 5(1)	The Agency must, in consultation with the relevant owner, identify, acquire, hold, develop and release state, privately and communal owned land for residential and community purposes for the creation of sustainable human settlements.	
Section 7: Functions of the Agency – 7 (1)(g), (j), (k) and (l)	(g) identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development. (j) assist organs of state in dealing with housing developments that have not been completed within the anticipated project period (k) assist organs of state with the upgrading of informal settlements (l) assist organs of state in respect of emergency housing solutions	The Agency will continue to support provinces, municipalities and the National Department of Human Settlements (NDHS) in this regard but will, through a transition process, enhance its support from only providing project management services to playing the role of property developer.
Section 29: Additional Functions – 29 (1)	The Minister may, in consultation with the Board, authorise the Agency to perform any additional function not inconsistent with this Act.	The Shareholder's Compact that the Minister signs with the Agency will outline the transition to operating as a fully-fledged property development agency.



## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

SECTION OF THE ACT	WHAT IT STATES...	HOW HDA WILL IMPLEMENT IT...
<b>SECTIONS THAT SUPPORT FUNDING / CAPITAL RAISING TO PERFORM ABOVE-MENTIONED ROLE</b>		
Section 5: Role of the Agency – 5(2)	The Agency must ensure that there is funding for provision of all infrastructure that is required for housing development in which it is involved.	The HDA will raise additional funding required for it to fulfil its fully-fledged property developer role utilizing the Division of Revenue Act (DORA) subsidies and grants for human settlements, and other such existing mechanisms.  The Agency will also establish strategic partnerships with other public and private sector entities mandated and/or committed to supporting infrastructure development in general and the development of human settlements in particular.
Section 25: Funds of the Agency – 25 (1)	25 (1) The funds of the Agency consists of: (a) Money appropriated from Parliament; (b) Donations or contributions received by the Agency with the approval of the Minister; (c) Interests 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;and (g) Subsidies and grants granted by the organs of State.  25(2) The Agency, subject to section 26, must utilise the funds to defray expenses incurred by it in the performance of its functions.	The HDA will raise additional funding required for it to fulfil its fully-fledged property developer role utilizing the Division of Revenue Act (DORA) subsidies and grants for human settlements, and other such existing mechanisms.  The Agency will also establish strategic partnerships with other public and private sector entities mandated and/or committed to supporting infrastructure development in general and the development of human settlements in particular
Section 29: Additional Functions – 29(2)	The authorisation contemplated in subsection (1) must be in writing, detailing the funding arrangements as well as the terms and conditions related to the additional function	The Shareholder's compact that the Minister signs with the Agency will detail the funding arrangements.

At the same time as reconfiguring itself to serve as a fully-fledged property developer, the Agency will complete all the support and assistance programmes it is implementing on behalf of, and in partnership with, the NDHS, provinces and municipalities. This 21/22 Annual Performance Plan (APP) reflects the complementary support, and property developer roles of the Agency.



## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

#### 1.1.2 OTHER ACTS/LEGISLATION

Other Acts that inform and guide the work of the HDA are briefly explained in the following Tables. Table 2 is a list of the acts/legislation reported on in previous APP's of the Agency and that remains unchanged. Table 3 summarises acts/legislation reflected in the NDHS APP, which automatically influences the HDA by virtue of it being an agency of the NDHS.

Table 2: Acts/Legislation that continue to guide and inform HDA's work

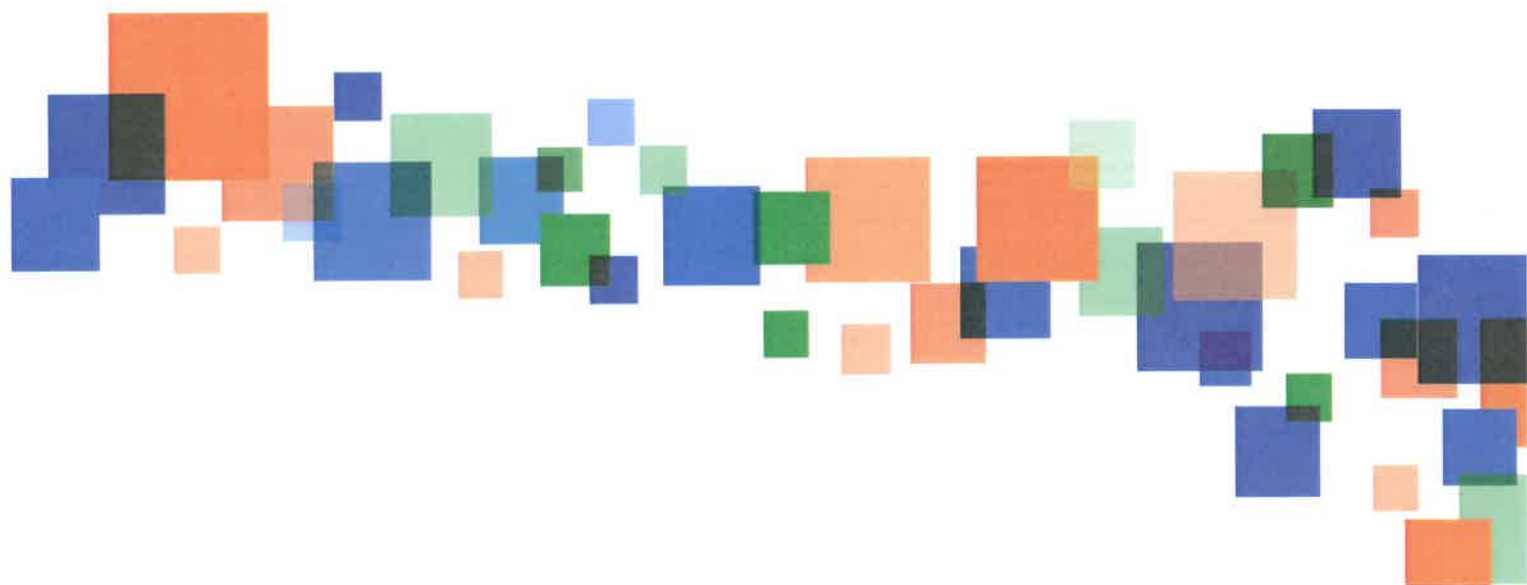
LEGISLATION
Housing Act, 1977 (Act No 107 of 1997) as amended
Rental Housing Act, 1999 (Act No 50 of 1999)
Social Housing Act, 2008 (Act No 16 of 2008) and Social Housing Regulations, 2011
Prevention of Illegal Eviction and Unlawful Occupation of Land Act, 1998 (Act No 19 of 1998 as amended)
Community Schemes Ombudsman Services Act, 2011 (Act No 9 of 2011)
National Building Regulations and Building Standards Act, 1977 (Act No 103 of 1977)
Construction Industry Development Board Act, 2000 (Act No 38 of 2000)
Property Practitioners Regulatory Act, 2019 (Act No 22 of 2019)
Spatial Planning and Land Use Management Act, 2013 (Act No 16 of 2013)
Communal Land Rights Act, 2004 (Act No 11 of 2004)
Communal Properties Associations Act, 1996 (Act No 28 of 1996)
Alienation of Land Act, 1981 (Act No 68 of 1981 as amended)
Immoveable Assets Management Act (No 19 of 2007)
Deeds Registry Act, 1937 (Act No 47 of 1937 as amended)
Extension of Security of Tenure Act, 1997 (Act No 62 of 1997)
Upgrading of Tenure Rights Act, 1991 (Act No 112 of 1991 as amended)
Conversion of certain leasehold right to Ownership Act, 1988 (No 81 of 1988 as amended)
Land Administration Act, 1995 (Act No 2 of 1995 as amended)
Expropriation Act, 1975 (Act No 63 of 1975 as amended)
National Environment Management Act, 1998 (Act No 107 of 1998 as amended)
Public Finance Management Act, 1999 (Act No 1 of 1999 as amended)
Municipal Finance Management Act, 2003 (Act No 56 of 2003 as amended)
Division of Revenue Act (as amended)
Broad Based Black Economic Empowerment Act, 2003 (Act No 53 of 2003)
Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000)
Preferential Procurement Policy Framework Act, 2000 (No 5 of 2000)
Promotion of Access to Information Act, 2000 (Act No 2 of 2000)
Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005)

## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

Table 3: Acts/Legislation in the NDHS APP that automatically impact on HDA's work

LEGISLATION	
<b>Restitution of Land Rights Act of 1994 as amended</b>	Provides for the restitution of rights in land to persons or communities that dispossessed of their rights in land and establish a Commission on Restitution of Land Rights
<b>Homeloan and Mortgage Disclosure Act of 2000</b>	To promote fair lending practices, which requires disclosure by financial institutions of information regarding home loans
<b>Housing Development Agency Regulations, 2014</b>	These regulate processes for: the declaration of a priority housing development area (PHDA); steps in creating a priority housing development plan; funding considerations; implementation of the protocol; and the implementation of the housing development and cooperation between the different state Departments
<b>Sustainable Land Use Management Act of 2013</b>	Provides a framework for spatial planning and land use management with the RSA
<b>Rental Amendment Act, 2014</b>	Amends the Rental Act of 1999; provides norms and standards related to rental housing; introduces various changes that affect the relation between tenant and the property owner; requires all municipalities to have a rental office; expands the powers of the Rental Tribunal; etc.
<b>Consumer Protection Measures Act 1998</b>	Provides for the protection of housing consumers, the continuance of the National Home Builders Registration Council as the National Home Building Regulatory Council, the registration of homebuilders and the registration/enrolment of homes in order to be covered by the home warranty fund.
<b>Sectional Title Schemes Management Act of 2011</b>	Provides for: the division of buildings into sections and common property; the acquisition of separate ownership in sections coupled with joint ownership in common property; the establishment of body corporates to control common property and for that purpose to apply rules; and the establishment of a sectional titles regulation board, etc.



## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

#### 1.2 POLICY MANDATES

The Policies that inform and guide the work of the HDA are briefly explained in the following Table 4.

Table 4: Policy Mandates

LEGISLATION	BRIEF DESCRIPTION
<b>White Paper on Housing 2004</b>	Provides a macro policy that creates an enabling environment for housing delivery
<b>National Housing Code Version 2000</b>	Provides prescripts to enable the delivery of housing and the underlying policy principles, guidelines, norms and standards for implementation of different housing programmes. It also explains the linkages between various housing assistance programmes, and who can apply for and how to access the different programmes. The Code was revised to align it with the BNG; accommodate changes effected since 1994; and convert the programmes into flexible and less prescriptive provisions and guidelines.
<b>Comprehensive Plan for the Creation of Sustainable Human Settlements of 2004</b>	Outlines a plan for the development of sustainable human settlements over 5 years
<b>National Development Plan: Vision 2030</b>	Chapter 8 of the National Development Plan (NDP) deals with transforming human settlements and the national space economy. The introduction to this Chapter on Human Settlements simply and unambiguously states: "Where people live and work matters". The NDP further provides what can be termed key principles that must underlie the transformation of human settlements.
<b>Breaking New Ground (BNG)</b>	The BNG builds on the housing policy outlined in the 1994 White Paper on Housing to ensure that settlements are sustainable and habitable in line with the original goal of delivering affordable housing, and significantly shifts the emphasis from the provision of housing to the creation of sustainable human settlements in a manner that is responsive to the demands of particular segments of society and local situations and challenges apartheid spatial developments.
<b>Social Housing Policy, 2005</b>	Promotes an enabling environment for social housing delivery.
<b>Integrated Urban Development Framework</b>	Provides a framework to enable spatial transformation – by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns
<b>PHDA Regulations GNR 610 and Government Gazette No 37899</b>	Key points in the regulations and gazette that impact on the role of the HDA as an implementing agent and a public sector property developer includes the Agency: <ul style="list-style-type: none"> <li>• Working with municipalities to develop a proposal for the preliminary declaration of a priority housing development area,</li> <li>• Initiating a national housing programme (as defined in the Housing Act) development process in a declared PHDA,</li> <li>• Being appointed as an implementing agent by the municipality, or being able to appoint an external service provider as implementing agent with the approval of the municipality,</li> <li>• Monitoring implementation of the PHDA plan,</li> <li>• Developing implementation protocols and/or agreements with other government and non-government role-players on the mechanisms and procedures that facilitate, assist, support and fund the planning and implementation of the PHDA. Any separate agreements entered into in respect of the afore mentioned must be done in co-operation with the municipality,</li> <li>• Entitled to rely on the full cooperation and support of other organs of state to achieve the planning, implementation and funding of the PHDA,</li> <li>• Being able to request from a protocol/agreement subscriber and be entitled to receive an undertaking that reaffirms the subscriber's financial commitment and</li> <li>• Enjoying considerable powers to implement PHDAs.</li> </ul>
<b>The National Spatial Development Framework</b>	This framework is aimed at addressing the unequal and inefficient spatial arrangements placed on communities during the apartheid era and meeting the democratic government's stated goal of providing basic services to all and alleviating poverty and inequality.



## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

#### 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

##### 2.1 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

The MTSF 2019-2024 is South Africa's high-level national strategic plan for the 6th term of democratic governance. It is based on the country's NDP Vision 2030 and the seven (7) government priorities outlined by the President in the June 2019 State of Nation Address. The total of 81 outcomes, 337 interventions and 561 indicators listed in the MTSF 2019-2024 are directly linked to the afore-mentioned priorities. The MTSF serves as the framework for the plans of all departments in the national, provincial and local spheres of government.

As an entity of the NDHS, the HDA contributes directly to Priority 5 and its related outcomes as shown in following Table 5.

Table 5: MTSF 2019-2024 – Priority 5 and its associated impact and outcomes

PRIORITY	IMPACT: 2024	OUTCOMES
Spatial integration, human settlements and local government	Achieving spatial transformation through improved integrated human settlement development and linking job opportunities and housing opportunities	<ul style="list-style-type: none"><li>• Adequate housing and improved living environments</li><li>• Security of tenure</li><li>• Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services (electrification, water treatment works and bulk water supply)</li></ul>

The HDA also indirectly contributes to the other six (6) priorities, and directly to the cross-cutting focus areas of women, youth and persons with disabilities.

##### 2.2 HDA MANDATE/SOCIAL COMPACT SIGNED BY THE MINISTER OF NDHS

Section 8 of the HDA Act, No. 23 of 2008 and its associated Regulations No R.610 states that the National Minister must, after consultation with MINMEC conclude a written five-year mandate with the Agency. It further states that the mandate may deal with any matter that the Minister and the Agency agree on, must be reviewed every five years and must be consistent with the Act.

The HDA will fulfil the mandate agreed to with the Minister, for the 6th term of administration and will ensure that it develops, adopts and implements the enabling institutional policies it may require to give effect to the mandate and fulfil its role and functions.

## PART A OUR MANDATE

### UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

#### 2.3 PLANNED POLICY INITIATIVES OF THE NDHS THAT THE HDA WILL CONTRIBUTE TO

The following Table 6 reflects the policy initiatives that the NDHS will engage in during the 21/22 FY that the Agency will contribute to and participate in.

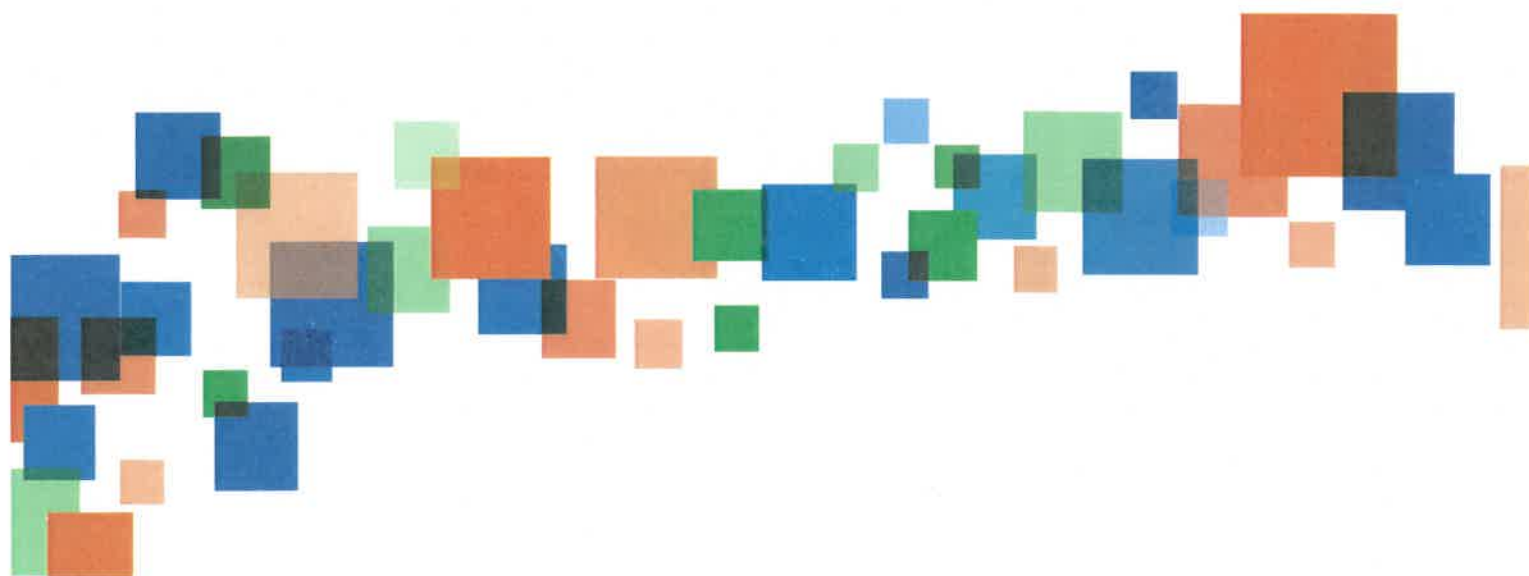
Table 6: Planned Policy Initiatives that the HDA will contribute to

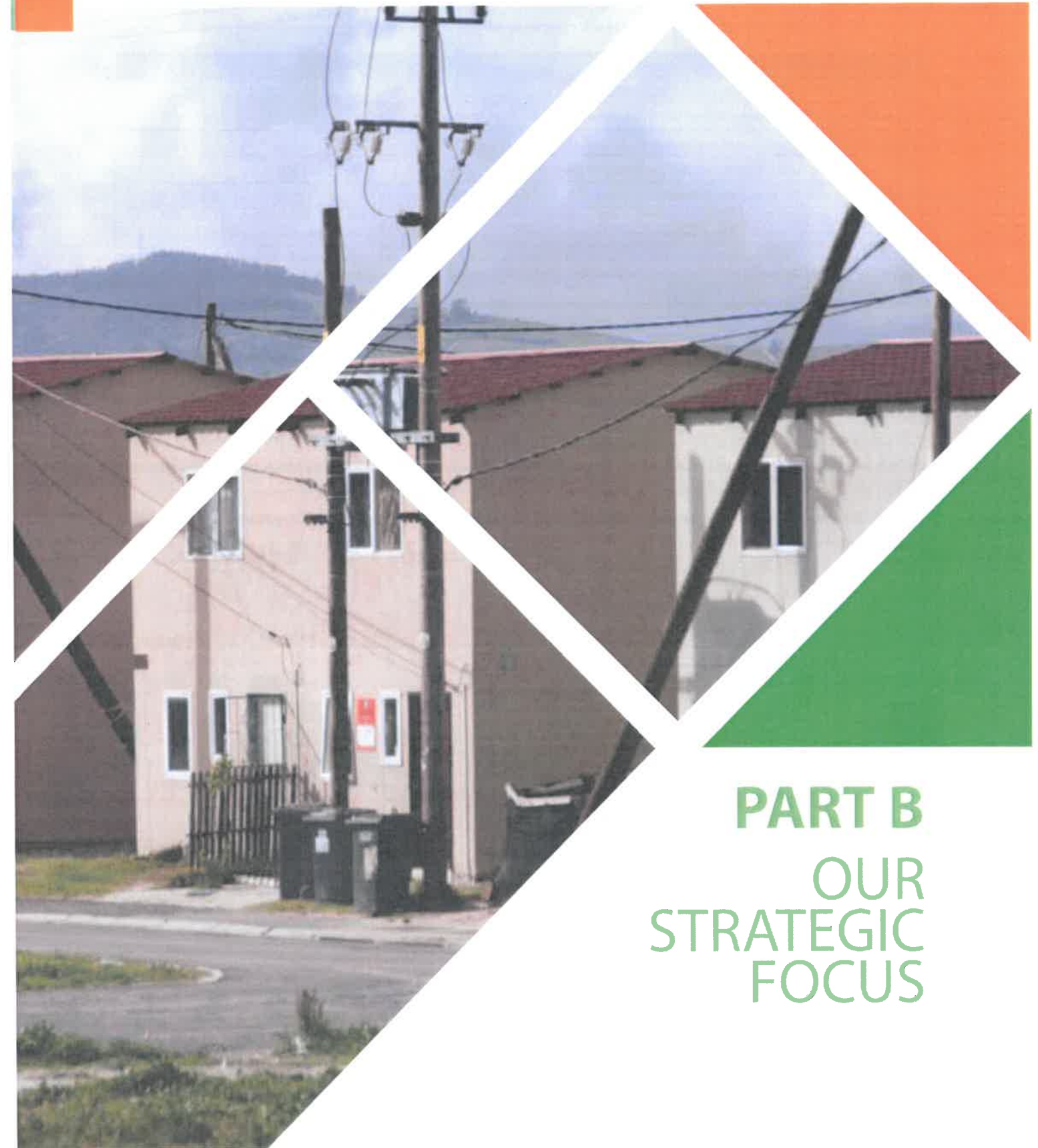
LEGISLATION
Refinement of the White Paper on Human Settlements
Amendments to the Housing Act of 1997, as amended
Review of the 2009 National Housing Code
Refining the upgrading of the Informal Settlements Programme (ISP)
Drafting a comprehensive Rental Policy
Crafting an affordable Housing Policy
Crafting an Urban Land Reform Policy that supports housing and human settlements
Developing a revised programme of accreditation to address vertical and horizontal planning, improve budget planning and alignment across spheres of government

#### 3. UPDATES TO RELEVANT COURT RULINGS

The HDA is not directly involved in any court cases or rulings arising therefrom, that impacts on its work.

The court ruling in respect of a NDHS case, namely HLA 8/3/2/109 - 2014 CASE NO. 2011/19 has a direct bearing on the work delegated by the NDHS to the Agency. The case involved the Ekurhuleni Metropolitan Municipality (EMM) bringing a joinder application in the Constitutional Court seeking to join the Department in the proceedings instituted by Bapsfontein Community. The case was concluded with the ruling that alternative accommodation must be provided. The NDHS and HDA response to this ruling has been to introduce the provision of Temporary Residential Areas (TRAs) and Temporary Residential Units (TRUs).





**PART B**  
OUR  
STRATEGIC  
FOCUS



## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1. UPDATED SITUATIONAL ANALYSIS

##### 1.1 EXTERNAL ENVIRONMENT ANALYSIS

The work of the HDA is directly impacted on by the political, economic, social, technological, environmental and legal environment within which the Agency works. The following Table summarises some of these external factors.

*Table 7: Pestle Analysis*

<b>Political</b>	<ul style="list-style-type: none"> <li>• Insufficient alignment in the human settlement plans of the three spheres of government.</li> <li>• Lack of alignment in terms of bulk infrastructure and human settlements planning and budgeting.</li> <li>• The political impact of the Covid-19 pandemic.</li> <li>• The political and socio-economic priorities set for the 6th administration as outlined in the MTSF and the NDHS Strategic Plan for the same period.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Fragmented funding framework of government.</li> <li>• Reduced budgets for human settlement projects.</li> <li>• The economic impact of the COVID-19 pandemic.</li> <li>• High levels of unemployment coupled with slow economic growth.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Protest actions and work stoppages at human development project sites.</li> <li>• Expectations of communities not being met, and the poor achievement of human settlement outcomes as defined in the NDP Vision 2030 and the MTSF for the 6th administration.</li> <li>• Slow or inadequate spatial transformation and delivery of integrated human settlements close to or inclusive of socio-economic amenities.</li> <li>• The social impact of the Covid-19 pandemic</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>• Slow uptake of, and utilisation of alternative building technologies that speed up delivery and ensures long-term environmental sustainability, in the delivery of human settlements.</li> <li>• Opportunity for 4th industrial revolution innovations to improve the quality and standards of human settlement developments.</li> <li>• Insufficient funding and infrastructure to ensure broadband connectivity in integrated human settlements.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Delays in EIA and other land preparation approvals, and lack of co-ordination in respect of inter-linked approval processes.</li> <li>• Impact of natural emergencies and disasters e.g. floods.</li> <li>• Impact of topography and terrain in terms of suitable land for human settlement developments.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Impact of litigation and court judgements in respect of the NDHS and provincial departments of human settlements.</li> <li>• Impact of legislation e.g. the Expropriation Bill.</li> <li>• Unlawful occupation of land.</li> </ul>

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.1.1 POLITICAL ENVIRONMENT

The work of the HDA is informed by the functions delegated to it by the NDHS e.g. support for development plans of Priority Human Settlement Development Areas (PHSDA) and Catalytic Projects. It is also informed by the Implementation Protocols and MTOPs signed with provincial departments of human settlements and with municipalities which places the Agency as a project manager and/or implementor of defined human settlement projects.

As such the HDA is directly faced with areas of misalignment in the human settlement plans of the three spheres of government. For example, a municipality's Integrated Development Plan (IDP) does not always reflect the delivery of bulk infrastructure in the areas where housing units are being constructed as part of an integrated human settlement development; or provincial human settlement projects are nor always within or aligned to the PHSDA's declared by the NDHS.

Additionally, the HDA must take into account all political directives such as the NDP Vision 2030 which is based on the international Sustainable Development Goals (SDGs) of the UN's Agenda 2030, the strategic shift from sporadic human settlement developments to integrated mega city/project developments, the Rapid Land Release Programme (RLRP) and the roles of provincial human settlement and infrastructure agencies such as the Gauteng Partnership Fund.

During the 6th administration which is inclusive of the 21/22 FY, the following NDHS priorities will guide and find expression in the work of the HDA. The indicators and targets that show alignment with these priorities is reflected in Part C "Measuring Our Performance" section of the APP.

- Direct investment into identified and designated priority human settlements and housing development areas, which will bring alignment with the district development model.
- Delivery of more houses and serviced sites in proclaimed (formal townships).
- Delivery of affordable rental housing units.
- Upgrading of informal Settlements.
- Registration of title deeds.
- Transformation of the property sector and increased participation of designated groups.

Finally, it is important to take into account the political impact of the Covid-19 pandemic on all sectors and functional departments of government. The main impact has been the need to revise and/or develop new programmes and projects that are responsive to managing the pandemic, and to re-prioritise programmes and budgets towards Covid-19 interventions. Responses to the pandemic has to be integrated and holistic which requires more intensive and consistent inter-departmental and inter-ministerial co-operation and collaboration. This is currently managed through the National Command Council which the Minister of Human Settlements actively participates in.

The HDA will actively participate in, where possible, and contribute to inter-governmental processes aimed at addressing the above-mentioned political circumstances. It is also envisaged that the Shareholder's Compact, signed between the National Minister of Human Settlements and the HDA, will be cognisant of and responsive to the political environment that impacts on the work of the Agency.

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.1.2 ECONOMIC ENVIRONMENT

As stated in the NDHS Annual Performance Plan for the 21/22 FY, economic growth was expected to reach 0.66% in 2019 and 1.44% by 2021. The slow economic growth experienced over the past few years correlates with the increase in the country's unemployment rate, indebtedness and weakening of the rand.

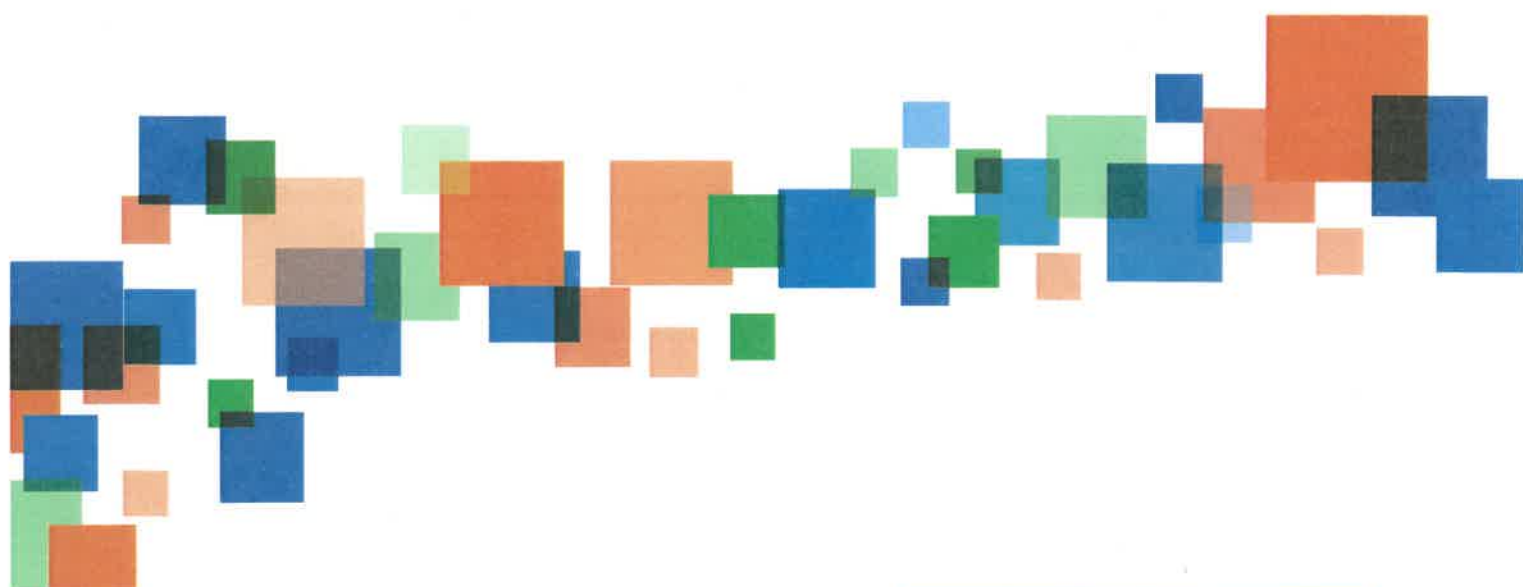
The impact of the country's economy on the fiscus in general and the allocation of budget for human settlements in particular contributes to lower levels of delivery. The unintended vicious cycle that results from this is the less the delivery levels, the less budget is allocated to the non-performing or low-delivery sector.

According to the NDHS APP for the 21/22 FY, a cumulative amount of R53 billion has been cut from the national sphere of government, including large programmes and transfers to entities. This combined with rising building costs and the developmental, institutional, planning, funding and implementation challenges in the delivery chain makes it difficult for the human settlements sector to reach its delivery targets.

Factors expected to limit economic growth, as mentioned in the said APP of the NDHS, are:

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

The impact of the Covid 19 Pandemic on the economy of the country and globally, and its ripple effect on the delivery of human settlements cannot be ignored. The effects of the necessary Covid 19 lockdown measures on the functioning of the construction sector in general and the construction of human settlement projects in particular, further exacerbates the poor service delivery record of the public sector and the declining supply of the private sector.



## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.1.3 SOCIOL ENVIRONMENT

##### a) Service Delivery Environment and Housing Demand

South Africa uses a Multidimensional Poverty Index (MPI) to define and gauge poverty. Two(2) of the MPI's nine (9) indicators relate to housing, namely (a) Household dwelling is a shack/informal dwelling and (b) Overcrowded: 3 or more persons per room. The other seven (7) indicators relate to water, sanitation, energy, communication/assets, food/hunger, schooling and unemployment.

Stats SA's General Household Survey 2018 (the Survey) reveals that 13.1% of South African households continue to live in informal dwellings, despite the fact that government subsidies to access housing increased from 5.6% in 2002 to 13.6% in 2018. The Survey also indicates that 5% of households live in traditional dwellings, 81.1 % in formal dwellings and 0,8% in dwellings listed as Other.

The tenure status of dwellings is reflected in the following Table 8 as extracted from the Survey.

**Table 8: Percentage of Dwellings by Tenure Status, 2018**

TENURE STATUS	FORMAL DWELLING	TRADITIONAL DWELLING	INFORMAL DWELLING	OTHER
Occupied Rent Free	12.3%	18.5%	21.9%	60.7%
Owned and Fully Paid off	54.2%	74.5%	36.5%	9.1%
Owned but not yet paid off	8.3%	0.6%	0.4%	0.0%
Rented	25.3%	6.4%	41.2%	30.2%

As stated in the NDHS 21/22 APP:

- The demand for housing closer to economic opportunities remains a main challenge facing the country, despite the more than 4.8 million houses provided between 1994 and 2019.
- The demand is influenced by increased urbanisation, which has inadvertently resulted in an increase in informal dwellings which puts a strain on the country's existing infrastructure.
- Statistics South Africa estimates that, by 2020, there will be 3.6 million new household formations in the country, with more than 2 million people falling into the income category of less than R3 500 per month. This will contribute to an increased demand for housing.

Access to water and sanitation by households also require improvement based on data provided in the Survey, namely that:

- Only 89% of dwellings have access to piped or tapped water in their dwellings, off-site or on-site by Province as follows: 46.3% have access in their dwellings, 28.5% on site, 12.3% relied on communal taps and 1.9% relied on neighbours taps.

This means that 11% of households remain without access to pipe water.



## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

- 83% of households have access to improved sanitation facilities, i.e. flush toilets connected to a public sewerage system or septic tank, or a pit toilet with a ventilation pipe. This means that 17% of households remain without access to improved sanitation facilities.
- 1.1% of households still use bucket toilets that are supplied and cleaned by their municipalities.
- Only 0.3% of households primarily use ecological toilets. Given the scarcity of water in South Africa percentage is expected to increase in the future.
- 2.8% of households have no toilet facility or have been using bucket facilities.

The provision of water and sanitation services are fundamental rights linked to health, well-being, safety, quality of life and living standards of the population of the country.

#### **b) Population Growth**

As stated in the NDHS 21/22 APP:

- The issue of population growth has a bearing on the delivery of human settlements, and
- population growth forecast statistics reveal that by 2024, the country's population will have increased from the 2020 figure of 59.72 to 63.45 million people.

The steady forecasted increase of about 1 million people per year means that there will be a concurrent increase in the demand for housing. This requires the human settlements sector, which the HDA is part of, to embrace a proactive strategic approach to the delivery of human settlements and to create more balance between addressing housing backlogs and planning for future needs and demands.

#### **c) The Impact of the Covid-19 Pandemic**

The pandemic has exposed the risk of poor levels of services and unsanitary environments where the health and social needs of residents are often invisible and a threat to their dignity and safety. The lack of clean water and overcrowding in the majority of South Africa's human settlements presents an extremely challenging situation for residents to meet the requirements for washing hands and social distancing.

Interventions implemented by the HDA since the onset of the pandemic attest to this fact. In partnership with Provinces, the HDA has been involved in emergency measures focused on de-densification of overcrowded informal settlements, the provision of basic water and sanitation services and identification of suitable land for relocation and provision of transitional / temporary residential units.

The pandemic, which appears to be set to remain for at least another year if not more, requires the human settlements sector to increase its pace of delivery and improve its ability to provide emergency housing solutions, TRA's and TRU's to manage any future resurgences in infection rates. The HDA is confident that based on what it achieved in this regard during the previous 20/21 FY, it is ready and capacitated to respond speedily and effectively in this regard.

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.1.4 TECHNOLOGICAL ENVIRONMENT

A critical technological advancement, within the context of the 4th Industrial Revolution, that the HDA has started, and will continue to implement is the use of Alternative Building Technologies/Innovative Building Technologies (ABT/IBT).

During the 21/22 FY and its related MTEF period, the HDA will be delivering a total of 2 787 housing units using IBT. It is critical that equal consideration is given to ABT/IBT in respect of the provision of bulk infrastructure.

Broadband connectivity is another technological matter that the HDA is cognisant of, especially in terms of this being one of the elements that distinguishes the Catalytic/Mega Project human settlement developments from other housing code developments.

The HDA understands that the innovative use of technological advancements can yield broader socio-economic benefits such as environmental sustainability and broad-based economic growth and development.

#### 1.1.5 ENVIRONMENTAL FACTORS

As stated in the NDHS 21/22 APP: “The totality of the living environment (eco-system) has a bearing on the delivery of human settlements, and this accounts for the environment to be carefully analysed against the possibility of achieving the human settlement targets. Housing and human settlements delivery focuses on spatial management, i.e. the living environment or ecosystem”.

The HDA will continue to ensure that the human settlement projects it has responsibility for comply with the spatial principles of the Spatial Land Use Management Act of 2013 (SPLUMA) and the NDP Vision 2030.

In terms of the impact of natural disasters and emergencies, the HDA has proved it's ability to respond to these. The Agency's provision of TRU's to enable de-congestion of informal settlements as a response to the Covid 19 pandemic attests to this fact.

A key challenge that must be addressed going forward is a shift in the approach to the provision of EIAs and related approvals from a mere compliance perspective to one that embeds environmental sustainability and other environmental factors as the driving force of speedy provision thereof.

#### 1.1.6 LEGAL ENVIRONMENT

The impact of the legal environment on the delivery of human settlements is addressed in detail in Section A of this 21/22 APP. The said section explains that the overall mandate of the human settlements sector, which the HDA is located in, derives from the Constitution; the specific mandate as expressed in the HDA Act and all related policies and legislation that impacts on and guides the work of the sector as a whole, and the HDA in particular.

The HDA is cognisant of the fact that it must incorporate any changes made to the policy and legislative environment into its work, in the same way that it has to take into account relevant litigation and court judgements.

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.1.7 PERSISTENT CHALLENGES THAT MUST BE ADDRESSED

Some of the persistent challenges that impede the delivery of integrated human settlements and security of tenure are:

- Insufficient delivery by the public sector due to challenges and blockages in the system,
- Declining supply by the private sector caused by both supply and demand side constraints,
- The continued location of housing project on the periphery of cities that marginalises the poor in terms of transport and access to work opportunities and social service,
- An untransformed human settlement sector in terms of black industrialists with specific focus on women, youth and persons with disabilities,
- Insufficient bulk and link infrastructure.
- Procurement and management delays in provinces and municipalities.
- Lack of adequate monitoring, evaluation and reporting.

#### 1.1.8 WOMEN, YOUTH AND PERSONS WITH DISABILITIES

In 2019, the NDHS hosted Roundtable discussions with the stakeholders representing the marginalised sectors of women, youth and persons with disabilities. The purpose of the discussion was to review the NDHS achievements in terms of mainstreaming the active involvement of these marginalised groups in the value chain of the human settlements sector.

Participants highlighted some of the persistent challenges that continue to impede successful mainstreaming of the three (3) identified marginalised sectors, including the continued lack of transformation in the construction sector which results in the marginalised sectors experiencing difficulties in accessing participation opportunities. The fact that preferential procurement targets for the marginalised groups are not being met was mentioned as a factor that further limits participation opportunities and marginalises these groups from being economically active.

The need to enhance the mainstreaming of the marginalised groups in the entire value chain was emphasised. One example provided was that the manufacturing and supply of building materials is an aspect of the value chain where the ownership patterns of these suppliers can be changed to include women, youth and persons with disabilities. In terms of the proviso of housing units to persons with disabilities, it was proposed that the NDHS should ensure that the principle and concepts of universal access and design be used in the planning and construction of houses. The application of this principle and concept means that elements of a housing unit will be modified to allow access to persons with disabilities with different types of disabilities. An example would be to replace stairs with ramps, where possible, to enable access for persons using wheelchairs and to ensure that entrances and doorways within the housing unit allows easy mobility for the users of wheelchairs. Another example would be to use non-slippery floors materials which is safe, not only for persons with disabilities but also for the elderly and for children.

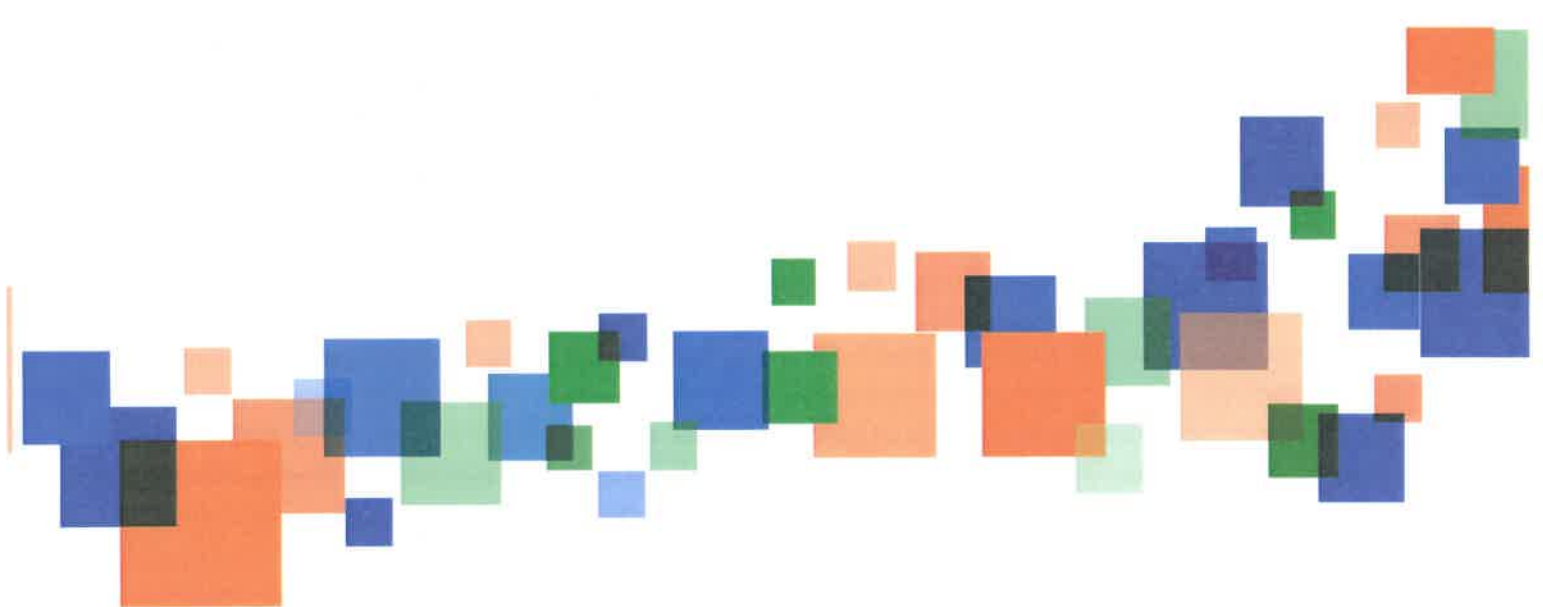
## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

Application of the mainstreaming approach means that the NDHS can move away from providing houses for the persons with disabilities and the elderly as stand-alone “Special Needs Housing” since this special programme contradicts the principles of mainstreaming and of inclusive, integrated and sustainable human settlements that responds to all the social and economic needs of people.

Programmatic interventions to accelerate transformation and empowerment of the designated groups in the human settlements sector at the development value chain level and the provision of housing level was developed.

The HDA will integrate these interventions into the functions it performs and the programmes it delivers operating as a public sector property developer, and will strive to contribute to the 2010 NDHS target of 30% of HSDG and USDG allocation to women owned/managed entities, and the revised 2014 target of 10% of HSDG and USDG allocation to youth owned/managed entities.





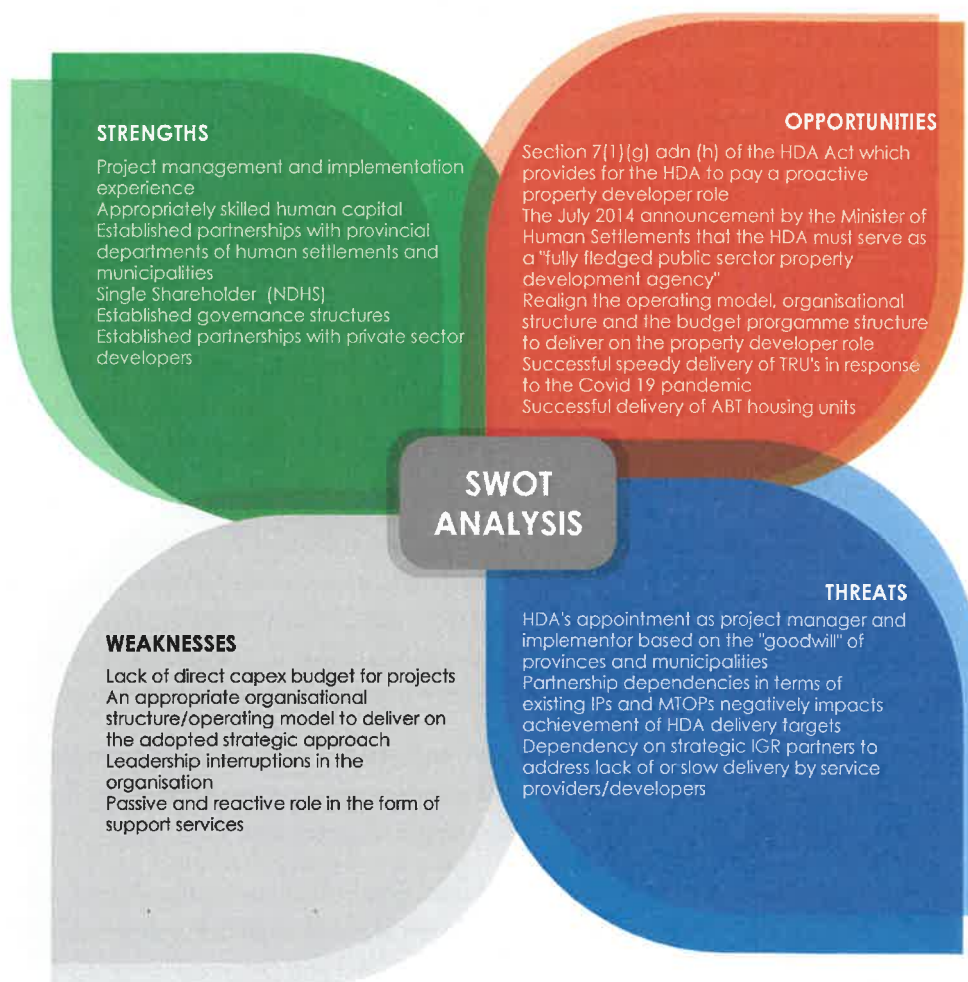
## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.2 INTERNAL ENVIRONMENT ANALYSIS

##### 1.2.1 HDA SWOT ANALYSIS

The diagram below lists the key internal environment (strengths and weaknesses) and the external environment (opportunities and threats) that impacts on the HDA. A more detailed explanation of these is provided below the diagram.



The role of the HDA as a "fully-fledged public sector property development agency" was announced by the Minister of Human Settlements in 2014. The Agency immediately engaged in processes that would enable it to play this role and a draft business case thereto was approved by the Board of the HDA in March 2016. The draft business case was revised in November 2018, but the implementation thereof was halted due to internal challenges experienced by the Agency.

1 Minister of Human Settlements Budget Vote Speech, July 2014

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

These challenges in the main related to changes in the leadership of the Agency at both the Chief Executive Officer (CEO) and Board levels. The leadership interruptions resulted in the Agency not operationalising the property developer business case consistently or in earnest. The ripple effect was the HDA continued to operate with a “Business as Usual” operating model and organisational structure.

In practical terms this translates to the Agency playing a largely passive and reactive role in that it limited itself to providing support services to the NDHS, provinces and municipalities on their programmes. Thus, any work performed by the Agency is/was primarily based on the “goodwill” of provincial and municipal partners expressed in the form of MTOP’s (with municipalities) and IP’s (with provinces). In terms of the support provided to the NDHS, the HDA is bound to implementing the pre-determined MTSF indicators and targets of the National Department as delegated to it.

The limits of these partnership arrangements directly impacted on the Agency’s ability to achieve its annual and MTEF targets and generally resulted in poor output and outcome performance, as well as the provision of disintegrated services. While the Agency provides project management services, the partnership agreements do not give the Agency any direct powers and control over the performance management of project inputs and outputs. The agreements signed with the HDA over the years has contributed to it becoming a “Mr Fix-it Handy Man” and a place of fiscal dumping on blocked or unsalvageable bits and pieces of projects. As such, the HDA has not yet been able to make a meaningful contribution to the development of human settlements and providing security of tenure in its own right.

The budget and contractual arrangements of projects currently implemented by the HDA remains with the province, municipality or the NDHS, making it difficult for the Agency to assert itself and ensure service delivery. The Agency is in fact dependent on the cooperation of its strategic IGR partners to address slow or lack of service delivery. In summary, the current operating model of the Agency means that in a worst case scenario, if it has no signed IP’s, MTOP’s or delegated responsibilities from the NDHS, it will have no tangible role to play.

In 2019, the onset of the 6th term of administration required the HDA to ensure its role and strategic approach continues to be aligned and responsive to the political and socio-economic priorities expressed in the July 2019 SONA delivered by the President and the MTSF 2019-2024 as approved by Cabinet.

During an intensive participatory strategy review and planning process held in July 2020, involving more than one hundred (100) of the Agency’s staff, the HDA re-confirmed the decision to foreground and prioritise playing the role of a public sector property developer, as provided for in the HDA Act and explained in Part A of this APP, and as announced by the National Minister in July 2014. This prioritisation will enable the HDA to make a meaningful and tangible contribution to the human settlement priorities of government.

The Shareholder’s Compact to be signed between the Agency and the National Minister of Human Settlements is a key driver for operationalising the property developer role of the Agency.

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.2.2 STAKEHOLDER ANALYSIS

The following Table 9 provides a summary of the key stakeholders that contribute to the delivery of the HDA's mandate.

Table 9: Stakeholder Analysis

<b>NDHS</b>	Policy and Legislative directives and funding. Signed Shareholder's Compact. Approval of Strategic Plan, APPs and related plans.
<b>Provincial Departments of Human Settlements</b>	Appointment of HDA as project manager and/or implementing agent of identified human settlement projects in the form of signed IPs. Ring-fencing/allocation/transfer of provincial budgets set aside for projects listed in signed IPs.
<b>Municipalities</b>	Appointment of HDA as project manager and/or implementing agent in the form of MTOPs. Provision of bulk services infrastructure. Approvals e.g. township establishment, layout plans, etc.
<b>Financial Services Sector and potential investors</b>	Additional capital required for human settlement projects. Market guarantee of subsidy commitments.
<b>Private Sector Developers</b>	Implementation/construction of projects. Compliance with SLA's and contractual agreements. Co-investment.
<b>Citizens</b>	Beneficiaries of housing units provided through integrated human settlement projects.
<b>Other line function departments</b>	Alignment of infrastructure development plans and budgets. Collaboration and co-operation at implementation level to ensure integrated human settlements that meet all the economic and social needs of residents.

#### 1.2.3 A STRATEGY ALIGNED OPERATING MODEL

The HDA's current operating model is reactive and based on three (3) dependencies, i.e.:

- Implementation protocols (IPs) signed with provincial departments of human settlements.
- MTOP's signed with municipalities.
- Delegated responsibilities / interventions from the NDHS.

None of these instruments of the current model give the HDA any direct accountability or management power for ensuring that the delegated tasks/interventions are implemented. Neither does it give the HDA any control of the targets to be achieved annually or over any given MTEF period.

The budget and contractual arrangements of any projects HDA is requested to implement remains with the province, municipality or the NDHS. This means the HDA cannot assert and ensure service delivery, and depends entirely on the co-operation of its strategic IGR partners to address slow or lack of service delivery.

## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

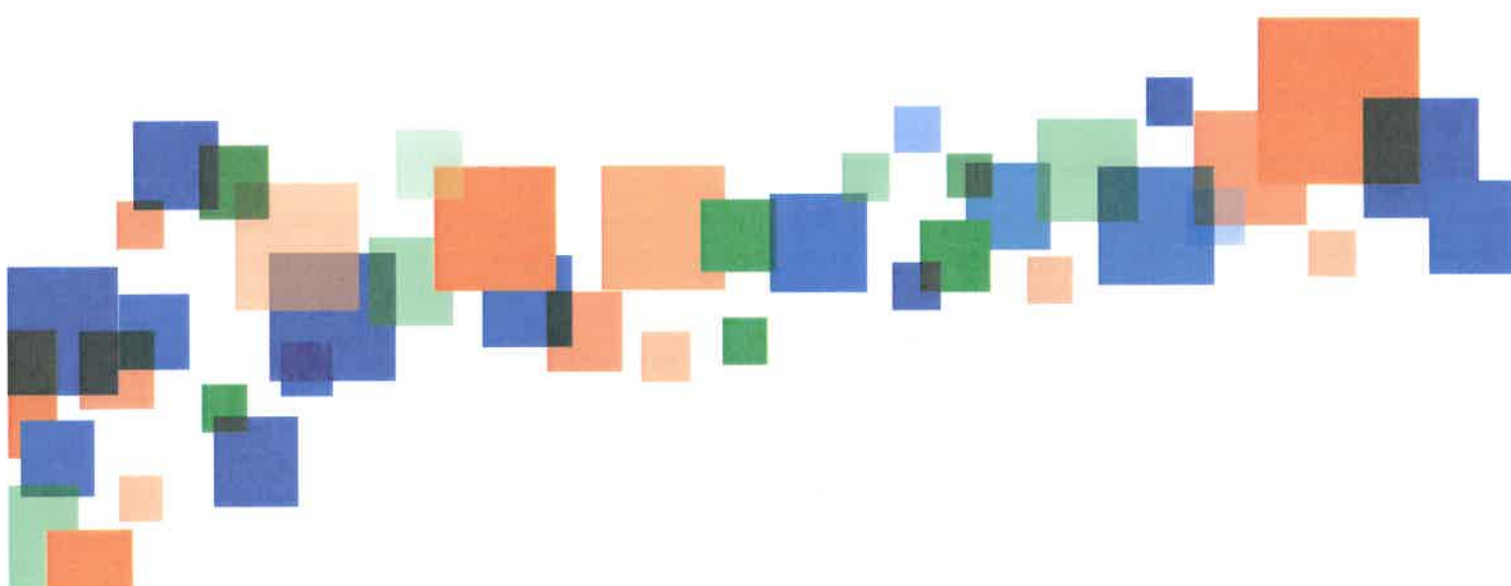
The current model means that in a worst case scenario – if the HDA has no signed IPs, MTOPs or delegated responsibilities the organisation will have no tangible role to play.

Even the core function that the HDA has played in the past, i.e. of land acquisition, holding and release – is negatively impacted by provinces and municipalities acquiring land on their own.

The above are some of the reasons that the current operating model is the most critical factor contributing to HDA's poor performance record to date.

In presenting the aligned operating model, the Agency emphasises that its transition to serving as a “fully-fledged public sector property development agency” will be managed in phases with the transition process starting in the 21/22 FY. The transitional indicators and targets which reflect the process are contained in Part C: Measuring our Performance section of this APP. These include indicators and targets for the five (5) strategic projects the Agency will be implementing in the 21/22 FY in its role of implementing agent/ public sector property developer.

The key elements of the realigned Model are summarised below. It must be noted that a detailed operating model can only be finalised once the strategic approach and prioritisation of the HDA, as reflected in its Strategic Plan for the period of the 6th administration and this 21/22 FY APP has been approved.





## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

#### 1.2.3.1 KEY PRINCIPLES OF THE OPERATING MODEL

The key principles underpinning the Operating Model are:

- HDA will act as the “principal” in developments where it would typically acquire, develop and release land, on its own or in partnership with the private sector, for own profit, which could be reapplied towards further developments.
- HDA will strengthen its own balance sheet.
- HDA will pro-actively act as catalyst of developments.
- HDA will generate income from project management fees.
- HDA will share project and financial risk with its strategic delivery partners.
- HDA will leverage on the significant assets it already has, namely: its significant skills base, experience, project database, land database and market intelligence (both from a public and private sector side).

#### 1.2.3.2 AN IMPLEMENTATION AND DELIVERY FOCUSED OPERATING MODEL

The foundation of the proposed operating model is that the HDA's current partnership instruments (IPs and MTOP's) will be revised as an Implementing Agent Agreement with either or both of the following roles:

- Provide project management support services namely the management of service providers procured to implement a project in one of two (2) ways:
  - (a) The sponsoring authority may elect to assign the role of appointment of service providers to the implementing agent, or
  - (b) Sponsoring authority may elect to appoint the service providers and subsequently appoint an implementing agent to manage these services providers.

In terms of the above-mentioned role Option (a) is preferred because it enables the HDA to manage and be solely responsible for contractual obligations whereas Option (b) only enables the HDA guide the service provider.

- HDA plays the role of Project Sponsor which gives more responsibility and powers as per Board Notice 87 of 2008 of the South African Council for the Project and Construction Management Professions.

A critical driver of the HDA transitioning to the being a fully-fledged public sector property developer is to revise its current partnership instruments / legal instruments to ensure that the gaps and weaknesses pertaining to accountability and responsibility for implementation and achievement of annual and MTEF targets are addressed. The main gap and weakness that will be addressed is providing the Agency with the required delegated powers to manage and be solely responsible for all contractual agreements and obligations pertaining to each project it manages on behalf of a province or municipality. This Project Sponsor role of the HDA is legally allowed in terms of Board Notice 87 of 2008 of the South African Council for the Project and Construction Management Professions.

In short, the realigned operating model will position the Agency to be directly accountable for all projects and interventions it implements, and for achieving the targets it sets for each financial year and its associated MTEF period.

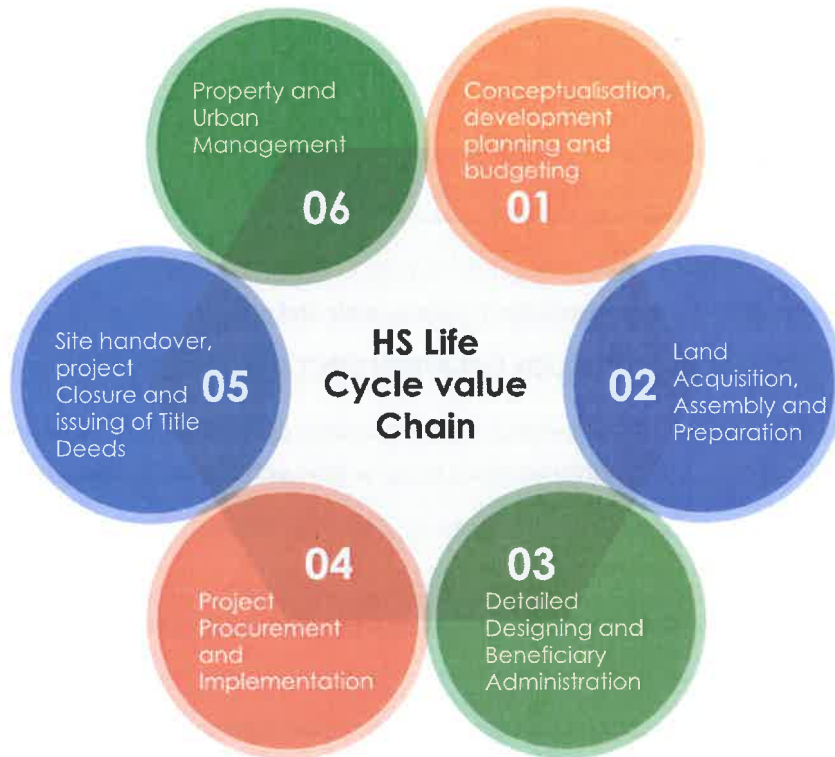
PART B OUR STRATEGIC FOCUS

UPDATED SITUATIONAL ANALYSIS

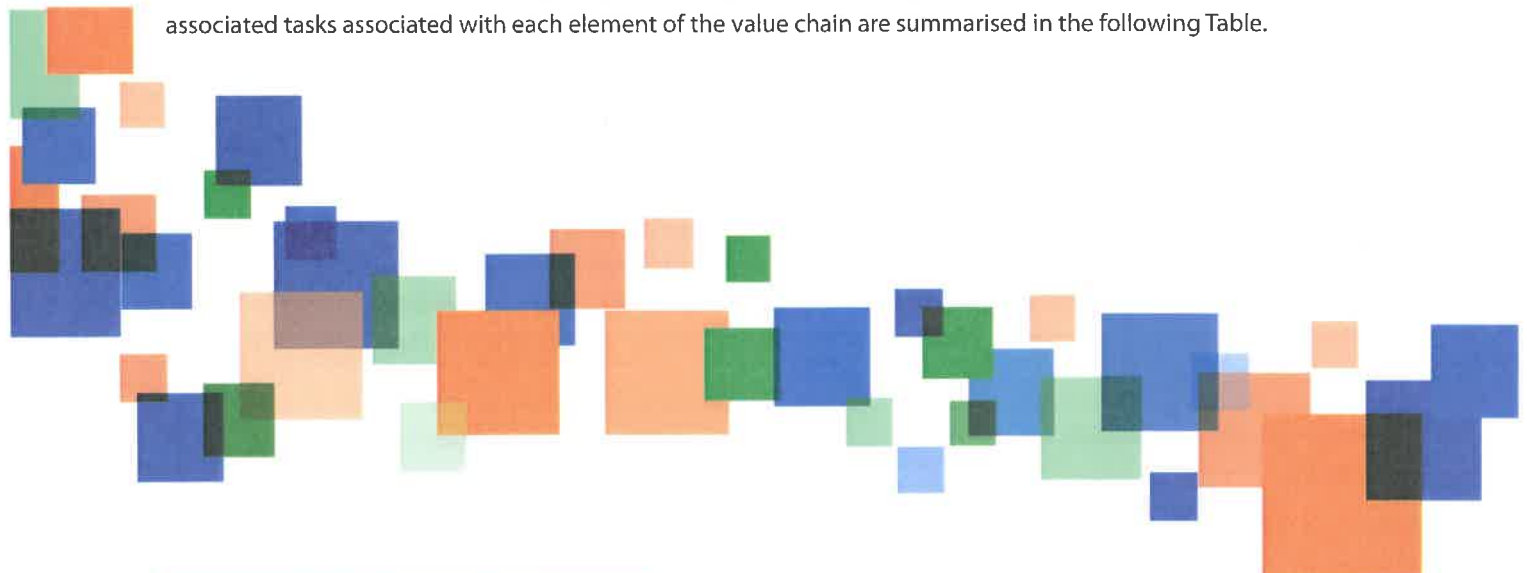
1.2.3.3 A HOLISTIC SERVICE DELIVERY OPERATING MODEL

The realigned operating model is also based on a holistic service delivery model that cuts across and integrates the various aspects of the value chain of infrastructure development as presented in Diagram 1 below.

Diagram 1: Holistic Value Chain Operating Model



The value chain model supports a life-cycle approach to property development and ensures the HDA is responsible and accountable for tangible complete human settlement products and outputs from conceptualisation through to maintenance that ensures sustainability and longevity of its products or outputs. The functional areas and the associated tasks associated with each element of the value chain are summarised in the following Table.



## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

Table 10: Key functions associated with a Property Developer Role

KEY FUNCTION	ASSOCIATED TASKS
<b>Capital Raising</b>	<ul style="list-style-type: none"> <li>• Mobilise funding or manage project funding sources [Public (DORA Conditions) &amp; Private (ISA) funding] requirements, including capital raising (SIDS).</li> <li>• Establish and maintain strategic partnership with ISA.</li> <li>• Confirm financial feasibility, identifying sources of, and mobilising the funding required.</li> </ul>
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>• Appointment and drafting of appointment contracts for the professional teams &amp; ensuring that all deliverables are met timeously (professional to be sourced internally from the HDA or externally where skills may not be readily available from within the HDA).</li> <li>• Prepare the construction and procurement documentation (Subsidy Quantum Stage 5) as well as reviewing tender.</li> </ul>
<b>Marketing and Sales</b>	<ul style="list-style-type: none"> <li>• Identify primary off takers.</li> <li>• Sales &amp; Marketing of the developments.</li> <li>• Ensuring that a feasible marketing strategy is formulated and implemented (including Beneficiary Administration).</li> </ul>
<b>Land Acquisition and Assembly</b>	<ul style="list-style-type: none"> <li>• Legal and conveyancing i.r.o. transfer of title deeds and/or land agreement transfers and/or development agreement and/or Power of Attorney agreements to enable development.</li> <li>• Obtain land development rights including environmental and township establishment approvals and identify infrastructure services availability (by the municipality) in accordance with all statutory and regulatory requirements.</li> <li>• Ensure the development is located within a PSHDA and any other declared and adopted HS master plans.</li> </ul>
<b>Land and Project Preparation</b>	<ul style="list-style-type: none"> <li>• Pre-planning, land surveying, contour mappings, Geotech studies and reports, market studies, water use licenses and township layout. It also includes township establishment as a sub-section of land preparation and pre-liminary engineering designs (PED) for water, sanitation, electricity, roads and stormwater.</li> <li>• Physical site suitability i.r.o. confirmation of geotechnical conditions, exclusion of flood risk and environmentally sensitive areas.</li> <li>• Determine the type of development/housing programme, the housing typologies and the income group/s targeted as beneficiaries.</li> </ul>
<b>Project Viability and Business Case</b>	<ul style="list-style-type: none"> <li>• Establish project viability and conduct market research investigations in order to justify a business case.</li> <li>• Establish concept development and project financial feasibility - Project Packaging and Readiness Assessment (Subsidy Quantum Stages 1 to 3).</li> </ul>
<b>Project Design</b>	<ul style="list-style-type: none"> <li>• Coordinate &amp; develop the detailed designs and secure Municipal and all other required statutory approvals (Subsidy Quantum Stage 4) and cost plans.</li> <li>• Completion of social surveys leading to beneficiary screening and administration.</li> </ul>
<b>Project Implementation</b>	<ul style="list-style-type: none"> <li>• Finalising all SLA's/contracts/work-breakdown structures and project implementation plans including milestones and timeframes with contractors.</li> <li>• Securing bulk infrastructure i.r.o. water, sanitation, electricity, access roads.</li> <li>• Management of service providers/professional teams.</li> <li>• Monitor, report and account to HDA Head Office i.r.o. project implementation and status quo.</li> <li>• Establish and sustain all strategic project related IGR and private sector partnerships.</li> <li>• Ensure overall legal compliance of the development (Municipal regulations, Environmental, Occupational Health &amp; Safety, Insurances etc.)</li> <li>• Manage the overall development in terms of scope, time, cost and quality controls (Subsidy Quantum Stages 5 and 6).</li> <li>• Fulfil and complete the project close-out, by ensuring that the primary objectives of the client were met.</li> <li>• Site handover, project closure and issuing of Title Deeds.</li> </ul>
<b>Property Management</b>	<ul style="list-style-type: none"> <li>• Directly managing the developed properties and/or contracting strategic property management partners/the developer to manage the properties for a period of time e.g. 10 years.</li> <li>• Managing the common/public spaces in human settlement developments primarily funded with public sector grants.</li> </ul>

### UPDATED SITUATIONAL ANALYSIS

#### 1.2.3.4 FUNDING THE PROPOSED OPERATING MODEL

Currently the HDA only receives a budget allocation from the NDHS for its operational expenses. To play the role of a fully-fledged property development agency, the HDA will have to source funding for the human settlement projects it develops.

The HDA will seek to raise the funds it requires within the scope allowed for a Schedule 3a entity and the HDA Act 23 of 2008, utilizing existing public sector funding mechanisms and through strategic partnerships with private sector role-players.

Section 25 of the HDA Act 23 of 2008 says the funds of the Agency consists of:

- Money appropriated from Parliament.
- Donations or contributions received by the Agency with the approval of the Minister.
- Interests on investments of the Agency.
- Loans raised by the Agency, subject to Section 26.
- Proceeds from the sale of land.
- Fees for services rendered based on cost recovery.
- Subsidies and grants granted by the organs of State.
- Subsidies and grants granted by the organs of state.

One of these mechanisms will be the revising of DORA grant conditions to enable the provincial departments of human settlements to ring-fence portions of the HS grants allocated to each province for direct transfer to the HDA to play its role of implementing agent/property developer. During the 21/22 FY, the Agency will begin engagements with the Accounting Officer of the NDHS, who in his capacity as the Transferring Officer can set new DORA Grant conditions, and will work hand in glove with the Transferring Officer to draft the required new conditions.

Simultaneously, the Agency will:

- Develop a sustainable partnership with the recently formed Infrastructure South Africa (ISA) entity established under the expanded mandate of the National Department of Public Works. This partnership will seek to leverage additional funding for:
  - o "Shovel-ready projects" namely: ground ready to be broken a.s.a.p.,
  - o Projects that meet the criteria for ISA's stimulus packaged and financing instruments (liquidity, bridge financing or debt restructuring as well as guarantee products and funds), and
  - o Projects that comply with the methodology of the Strategic Infrastructure Development Strategy (SIDS) namely: commercial funding, blended financing and fiscal allocation.
- Support compliant and valid private sector proposals submitted to ISA.
- Develop partnerships with private sector developers for housing projects based on a "Build-Finance-Operate-Transfer (BFOT) Model" for some or all elements of the model which is summarised in the following Table 11.



## PART B OUR STRATEGIC FOCUS

### UPDATED SITUATIONAL ANALYSIS

Table 11: The BFOT Model and how HDA can engage with it.

ELEMENT	HOW...
<b>BUILD</b>	HDA can enter into an agreement with an identified private sector partners to construct/develop a residential project according to design standards and principles provided by the HDA.
<b>FINANCE</b>	The development partner will finance the project out of its balance sheet and financial capacity on the back of an off-take agreement signed with the HDA.
<b>OPERATE</b>	The HDA can request the strategic development partner to manage the developed properties for a period of time and to hand it over to the HDA after such agreed term. Alternatively, the HDA can manage the properties themselves.
<b>TRANSFER</b>	The strategic partner enters into a credit or funding backed off-take agreement at the start of the project. The agreement will clearly state the amount the HDA will pay to the development partner on completion of the project, the time the project must be delivered to the HDA, penalties due for late completion and BB BEE objectives to be met.

#### 1.2.3.5 AN APPROPRIATE ORGANISATIONAL STRUCTURE TO SUPPORT THE OPERATING MODEL

During the 21/22 FY, the HDA will begin the process of consolidating and streamlining its functions to ensure effectiveness, efficiency, tangible outputs and outcomes against the holistic value chain operating model associated with playing the role of a property developer.

It is also important to note that the proposed operating model and its required structure also addresses some of the key external challenges and constraints that have hindered effective and efficient implementation to date such as:

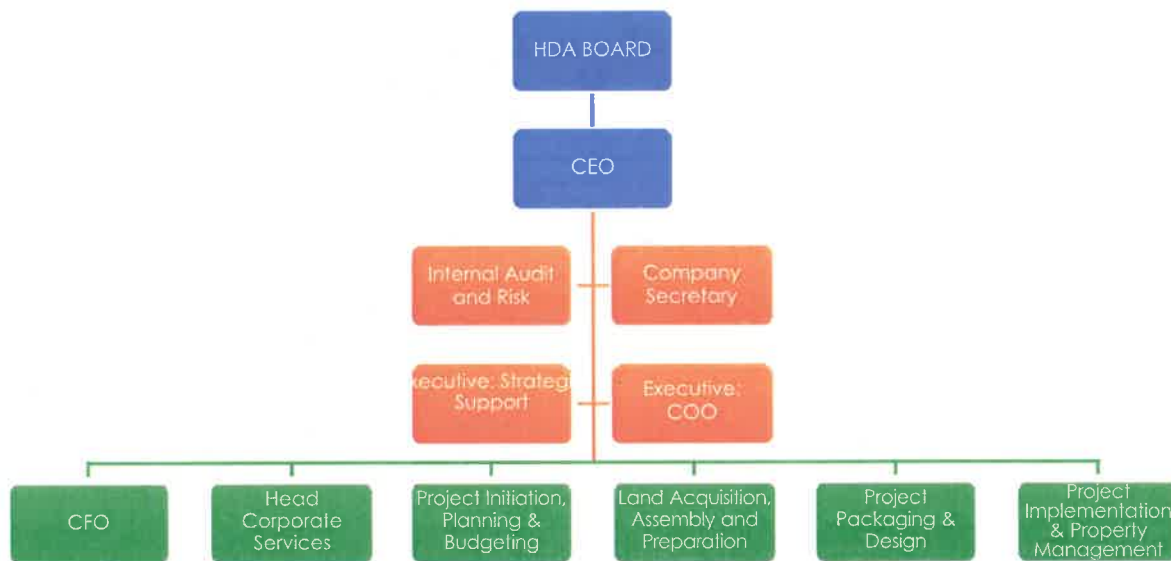
- Disjuncture between plans that are developed and the land that is available or that should be acquired,
- Lack of/slow provision of all required approvals such as township establishment,
- Disjuncture between the provision of water and sanitation basic services at best, and the lack of provision of these services at worst, and
- Beneficiary administration and title deed backlogs resulting from disintegrated implementation of the value chain and viewing these as separate and stand-alone functions rather than as part of the value chain.

The land acquisition and project management support services the HDA currently provides remains embedded in the property developer role and will thus be continued as critical functions in the proposed structure. The same applies to the CEO, CFO and COO Offices, as well as the corporate support functions of human resource management and development, IT, Legal and Contract Management, audit and risk and facilities Management.

The key functional areas pertaining to the property developer role (as shown in Table 10 Above) are accommodated in the proposed organisational structure. **The following Diagram is indicative of the changes the HDA will have to make to its organisational structure to effectively perform the identified functional areas of a property developer role**

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### UPDATED SITUATIONAL ANALYSIS



As can be seen in the above Diagram, the additional functions on the proposed structure does not radically change the structure of the Agency, and it utilises its existing human resource capacity of 241 staff and their inherent skills base. Of the 241 staff complement, 117 are based in regions, 108 at the Head Office and 16 are interns.

Furthermore, the following Table 12 attests to the fact that HDA does indeed have most of the competencies and skills set it requires to serve as a property developer with the proposed operating model.

Table 12: HDA's current competencies and skills set

Skills Sets	Primary Focus
Inspection	Compliance inspections, quality assurance and enrollments
Town Planning	Land Acquisition, packaging and Rezoning as well as traffic impact assessment
Project Management	Construction and PMO project management
Engineering - Geotech	Pre-feasibility studies and geotech reports
Quantity Surveyor	Bills of quantities and invoicing as well as quality assurance and interpreting reports by consultants
Legal - Contracting	Contracting within construction environment
Environmental	EIAs and traffic impact assessments
Development Finance	Assess and analyze project funding at project inception
Social Facilitation	Social Facilitation
Financial Modelling	Funding instruments, projects, project viability and value of
Urban Design	Packaging and designing

## PART B OUR STRATEGIC FOCUS

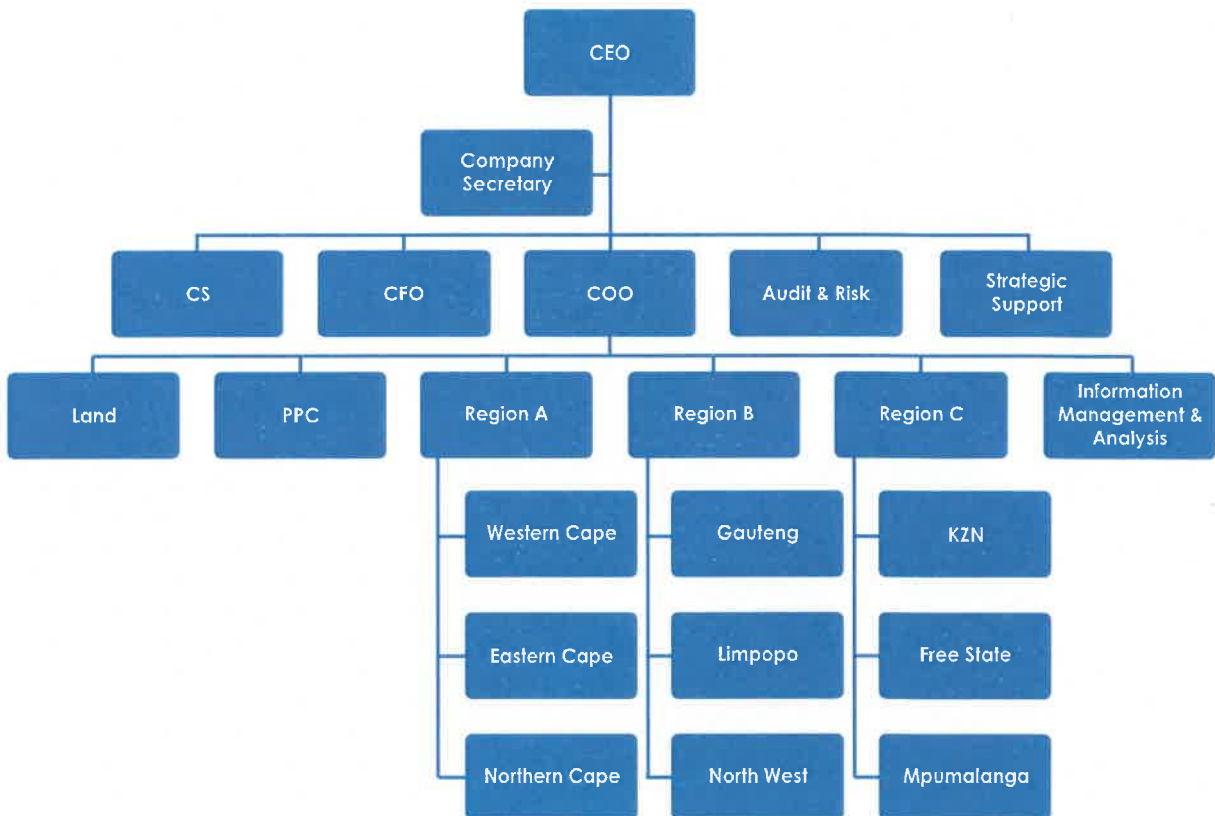
### UPDATED SITUATIONAL ANALYSIS

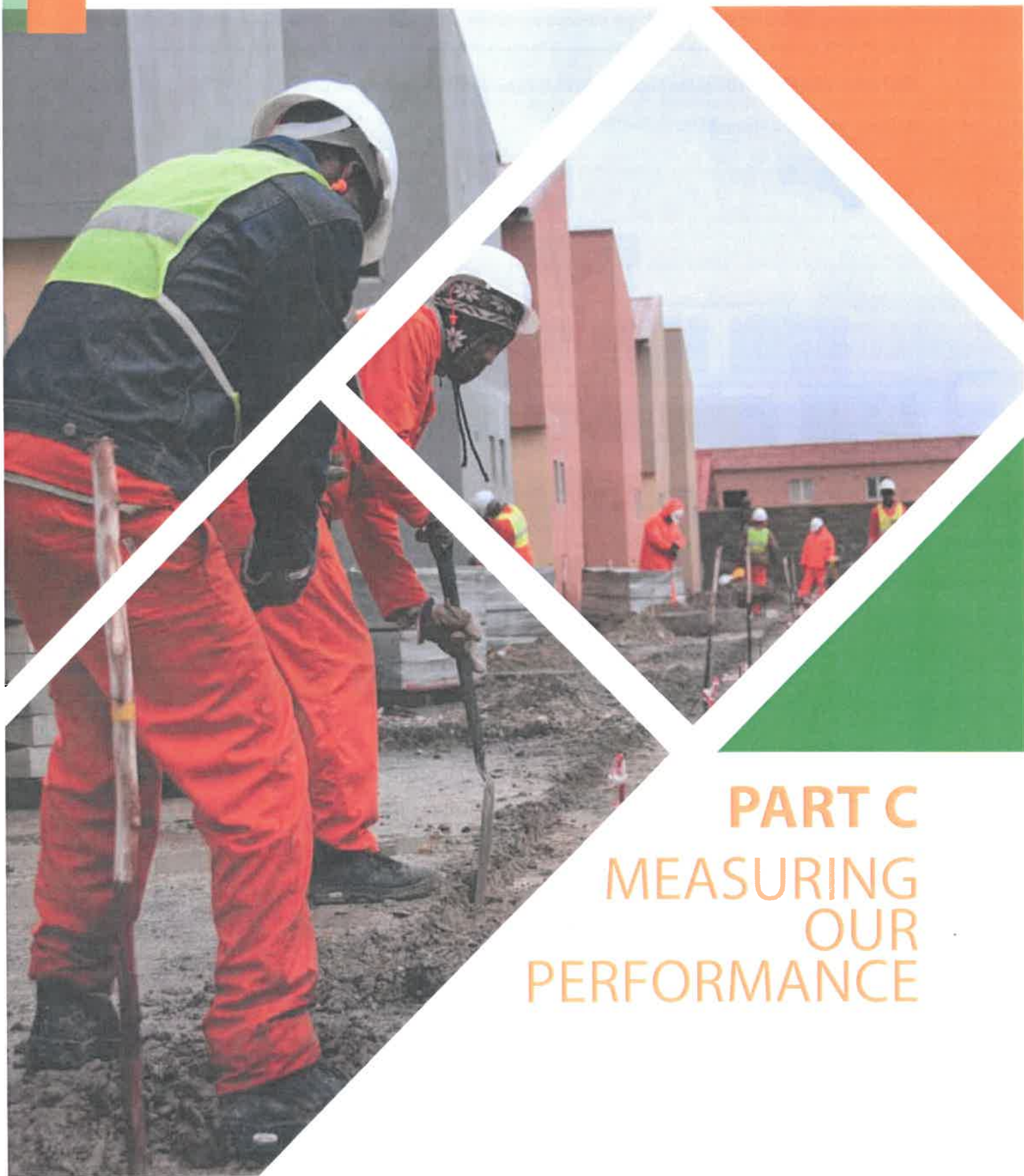
#### 1.2.1.4 CURRENT ORGANISATIONAL STRUCTURE

In August 2020, the Agency's Board approved an organisational structure to accommodate the following changes made during this transitional period: the introduction of the Chief Operating Officer (COO) position, and the re-alignment of management positions into executive management and senior management positions.

The following Diagram reflects the August 2020 Board Approved transitional structure.

Diagram: HDA Board Approved Transitional Structure





**PART C**  
MEASURING  
OUR  
PERFORMANCE



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

##### 1.1. PROGRAMME 1: ADMINISTRATION

###### PURPOSE:

The Administration programme provides effective leadership, strategic management and administrative support to the HDA in line with applicable legislation and best practice. It does so by ensuring that there is effective and efficient administration and governance within the organisation.

The programme has the following Sub-programmes: Audit and Risk, Corporate Support Services, Finance, Strategy and Organisational Performance and Communication and Marketing as indicated in the following Table 13.

Table 13: Programme 1: Sub-programmes and services provided

SUB-PROGRAMME	SERVICES PROVIDED
<b>Audit and Risk</b>	<ul style="list-style-type: none"><li>• Manages the provision of organisational risks and integrity management, and anti-corruption services.</li><li>• Reports directly to the Chief Executive Officer ,. also reports directly to the Audit and Risk Committee.</li><li>• Facilitates the development and implementation of an internal control system to improve governance and compliance with applicable regulations, internal policies, processes, and procedures.</li><li>• Responsible for fraud prevention and loss management.</li></ul>
<b>Corporate Support Services</b>	<ul style="list-style-type: none"><li>• Reports directly to the Chief Executive Officer</li><li>• Provides administrative support to the entire organisation.</li><li>• Consists of the following functions: Human Resource Management, Legal Services, Facilities Management, and Information Technology.</li><li>• Human Resources Management provides organisational design, policy development, staff training and development, labour relations, and employee wellness.</li><li>• Legal Services provides legal advice, litigation support, ensures compliance with the national and international laws.</li><li>• Facilities Management provides maintenance and cleaning services of head office facilities and general office hygiene.</li><li>• IT provide management of software, system policy management and implementation of governance.</li></ul>
<b>Finance</b>	<ul style="list-style-type: none"><li>• Manages and provides financial management services</li><li>• Reports to the Chief Executive Officer.</li><li>• Consists of the following functions: Financial Accounting and Administration, Budgeting and Management Accounting, Supply Chain, Project Finance Management.</li><li>• Financial Accounting and Administration develops and oversees the implementation of financial administration and accounting policies, processes, and systems, ensures that the financial resources allocated to the agency are optimally utilised.</li><li>• Budgeting and Management Accounting provides guidance on the preparation of budgets and monitors the expenditure trends on an ongoing basis.</li><li>• Supply Chain facilitates the development and monitors the implementation of supply chain management policies, processes, and systems. It also provides procurement management services within the organisation.</li><li>• Project Finance Management manages and reports on funds received by the HDA from various provinces and/or municipalities to finance projects as per signed funding agreements.</li></ul>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

SUB-PROGRAMME	SERVICES PROVIDED
<b>Strategy and Organisational Performance</b>	<ul style="list-style-type: none"><li>• Facilitates the formulation of the strategic plan and annual performance plan.</li><li>• Responsible for institutional performance assessment and reviews.</li><li>• Ensures that there is coherence between the Strategy and the mandate of the Agency.</li><li>• Responsible for standardisation of business processes and business improvement.</li></ul>
<b>Communication and Marketing</b>	<ul style="list-style-type: none"><li>• Responsible for the provision of communication services.</li><li>• Provides both internal and external communication services, media liaison support, public liaison, events management</li><li>• Develops and maintains the organisational website.</li></ul>

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

		Annual Targets						
Outcome	Outputs	Audited / Actual Performance				MTEF Period		
		2017/18	2018/19	2019/20	Estimated Performance			
Functional, Efficient and Integrated Governance	Unqualified audits	Unqualified audit report for the 2016/17	Unqualified audit report for the 2017/2018	Qualified audit opinion for the 2018/19 financial year	Unqualified audit report for 2019/20	2021/22	2022/23	2023/24
	1.1.1 Unqualified audit outcome with no material findings	Unqualified audit report for the 2016/17	Unqualified audit report for the 2017/2018	Qualified audit opinion for the 2018/19 financial year	Unqualified audit report for 2019/20	Unqualified audit outcome with no material findings	Unqualified audit outcome with no material findings	Unqualified audit outcome with no material findings
	1.1.2 Percentage of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	New Indicator	61.7% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	50% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	50% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	65% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	70% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4
	1.1.3 Percentage of annual HDA procurement spend targeted at businesses owned by Women	New Indicator	34.72% of annual HDA procurement spend, targeted at businesses owned by Women	33.5% of annual HDA procurement spend, targeted at businesses owned by Women	35% of annual HDA procurement spend, targeted at businesses owned by Women	35% of annual HDA procurement spend, targeted at businesses owned by Women	35% of annual HDA procurement spend, targeted at businesses owned by Women	35% of annual HDA procurement spend, targeted at businesses owned by Women
	1.1.4 Percentage of annual HDA procurement spend, targeted at businesses owned by Youth	New Indicator	2.5% of annual HDA procurement spend, targeted at businesses owned by Youth	46% of annual HDA procurement spend, targeted at businesses owned by Youth	15% of annual HDA procurement spend, targeted at businesses owned by Youth	15% of annual HDA procurement spend, targeted at businesses owned by Youth	15% of annual HDA procurement spend, targeted at businesses owned by Youth	15% of annual HDA procurement spend, targeted at businesses owned by Youth

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
		1.1.5 Percentage of annual HDA procurement spend targeted at businesses owned by Persons with disabilities	New Indicator	1.25% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	0 of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% of annual HDA procurement spend, targeted at businesses owned by Persons with disabilities
		1.1.6 Percentage of annual HDA procurement spend targeted at businesses owned by Military Veterans	New Indicator	0.5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	0.56% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% of annual HDA procurement spend, targeted at businesses owned by Military Veterans

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited / Actual Performance			Estimated Performance	MTEF Period				
			2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	
	Functional, Efficient and integrated Government	1.1.7 Percentage implementation of the approved internal audit plan	New Indicator	New Indicator	New Indicator	100% implementation of Internal Audit plan against the annual coverage plan 2020/2021	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan
		1.1.8 Percentage implementation of anti-fraud and corruption plan	New Indicator	New Indicator	New Indicator	100% implementation of anti-fraud and corruption plan	100% implementation of anti-fraud and corruption plan	100% implementation of anti-fraud and corruption plan	100% implementation of anti-fraud and corruption plan	100% implementation of anti-fraud and corruption plan	100% implementation of anti-fraud and corruption plan
		1.1.9 Percentage implementation of the approved risk management plan	New Indicator	New Indicator	New Indicator	100% implementation of the approved Risk Implementation plan	100% implementation of the approved risk management plan	100% implementation of the approved risk management plan	100% implementation of the approved risk management plan	100% implementation of the approved risk management plan	100% implementation of the approved risk management plan



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 1: Output Indicators: Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1.1 Unqualified audit outcome with no material findings	Unqualified audit outcome with no material findings	Submission of Annual Financial Statements and performance information on predetermined objectives for 2020/21 to the auditors	Unqualified audit outcome with no material findings	Implementation of Audit Action Plan	Implementation of Audit Action Plan
1.1.2 Percentage of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4	60% of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4
1.1.3 Percentage of annual HDA procurement spend, targeted at businesses owned by Women	35% annual HDA procurement spend, targeted at businesses owned by Women	35% annual HDA procurement spend, targeted at businesses owned by Women	35% annual HDA procurement spend, targeted at businesses owned by Women	35% annual HDA procurement spend, targeted at businesses owned by Women	35% annual HDA procurement spend, targeted at businesses owned by Women
1.1.4 Percentage of annual HDA procurement spend, targeted at businesses owned by Youth	15% annual HDA procurement spend, targeted at businesses owned by Youth	15% annual HDA procurement spend, targeted at businesses owned by Youth	15% annual HDA procurement spend, targeted at businesses owned by Youth	15% annual HDA procurement spend, targeted at businesses owned by Youth	15% annual HDA procurement spend, targeted at businesses owned by Youth
1.1.5 Percentage of annual HDA procurement spend, targeted at businesses owned by Persons with Disabilities	5% annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% annual HDA procurement spend, targeted at businesses owned by Persons with disabilities	5% annual HDA procurement spend, targeted at businesses owned by Persons with disabilities
1.1.6 Percentage of annual HDA procurement spend, targeted at businesses owned by Military Veterans	5% annual HDA procurement spend, targeted at businesses owned by Military veterans	5% annual HDA procurement spend, targeted at businesses owned by Military veterans	5% annual HDA procurement spend, targeted at businesses owned by Military veterans	5% annual HDA procurement spend, targeted at businesses owned by Military veterans	5% annual HDA procurement spend, targeted at businesses owned by Military veterans

**PART C MEASURING OUR PERFORMANCE**

**INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1.7 Percentage implementation of the approved internal audit plan	100% Implementation of the approved internal audit plan	100% Implementation of the approved internal audit plan	100% Implementation of the approved internal audit plan	100% Implementation of the approved internal audit plan	100% Implementation of the approved internal audit plan
1.1.8 Percentage implementation of anti-fraud and corruption plan	100% Implementation of the anti-fraud and corruption plan	100% Implementation of the anti-fraud and corruption plan	100% Implementation of the anti-fraud and corruption plan	100% Implementation of the anti-fraud and corruption plan	100% Implementation of the anti-fraud and corruption plan
1.1.9 Percentage implementation of the approved risk management plan	100% Implementation of the approved risk management plan	Risk Management Strategy Developed and approved	Audit and Risk unit Charter developed and approved	Risk Assessment Report	100% Implementation of the approved risk management plan

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 1.2 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The performance of Programme 1, in the main, remains constant over the medium-term period. The Agency will continue to strive to attain unqualified audits, meets its targets of procurement spend on previously disadvantaged targeted sectors, ensure 100% spend of budget allocated to it and that the Agency is managed in accordance with and complies with all good governance prescripts and regulations.

The 21/22 financial year represents the start of the Agency's transition to serving as a fully-fledged public sector developer of choice. As such, this 21/22 APP includes an indicator and target for the additional capital the Agency plans to raise to enable it to perform this role. The target set for the 21/22 FY is based on project planning and costing in respect of five (5) strategic projects that the Agency has already initiated and will implement as a property developer. There is no rand value targets provided for the outer years of the MTEF period because the amount to be raised is dependent on the project pipeline the Agency develops. This will be amended as the pipeline is developed and adopted.

In summary, the planned performance of Programme 1 will yield the following outputs:

- Unqualified audit reports.
- 100% Budget Spend.
- Compliant Financial Management.
- Additional Revenue generated for HDA's strategic projects.
- Functional. Efficient and integrated Government.

#### 2.1 PROGRAMME 2: LAND ASSEMBLY AND PSHDAs

##### PURPOSE

This programme facilitates access to well-located land for human settlements development, through land acquisition and rezoning within PSHDAs.

The Programme has the following sub programmes: Land Assembly and Land Planning, as indicated in the following Table 14.

Table 14: Programme 2: Sub-programmes and services provided

SUB-PROGRAMME	SERVICES PROVIDED
Land Assembly	<ul style="list-style-type: none"><li>• Identifying, acquiring, holding, developing, and releasing state, privately and communal owned land.</li><li>• Targeting and prioritising areas for integrated housing and human settlements development.</li></ul>
Land Planning	<ul style="list-style-type: none"><li>• Implementation of PSHDA programme - spatial targeting to achieve maximum spatial impact.</li><li>• Compilation of detailed development concepts and layout for acquired land parcels to proactively guide sector plans and investments over the MTEF periods eg Bulk requirements.</li></ul>

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

		Annual Targets							
		Audited / Actual Performance			Estimated Performance	MTEF Period			
Outcome	Outputs	Output Indicators	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Integrated and sustainable human settlements and Security of Tenure	Integrated implementation programmes for PDAs prepared	2.1.1. Number of integrated implementation programmes for PDAs prepared	New Indicator	New Indicator	New Indicator	New Indicator	47 Integrated implementation programmes for PDAs prepared	40 Integrated implementation programmes for PDAs prepared	30 Integrated implementation programmes for PDAs prepared
	Well-located land acquired within PSHSDAs	2.1.2 Number of well-located land acquired within PSHSDAs	New Indicator	New Indicator	New Indicator	1500 hectares of well located acquired within PSHSDAs	1500 hectares of well located acquired within PSHSDAs	1500 hectares of well located acquired within PSHSDAs	1500 hectares of well located acquired within PSHSDAs
	Land rezoned, townships established, and all related development approvals acquired	2.1.3 Percentage of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHSDAs rezoned	New Indicator	New Indicator	New Indicator	10% of the land acquired during 2014 – 2019 falling within PSHSDAs rezoned	30% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHSDAs rezoned	50% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHSDAs rezoned	100% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHSDAs rezoned

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

		Annual Targets							
Outcome	Outputs	Output Indicators	Audited / Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		2.14 Number of hectares of land rezoned for Human Settlements development	1564 129 hectares of land rezoned for Human Settlements development	1330 6885 hectares of land rezoned for Human Settlements development	5 parcels of land facilitated for rezoning	1000 hectares of land rezoned for Human Settlements development	1000 hectares of land rezoned for Human Settlements development	1000 hectares of land rezoned for Human Settlements development	1000 hectares of land rezoned for Human Settlements development
	Well-located land acquired or released for human settlement development	2.1.5 Number of hectares of well-located land acquired or released for human settlements development	3 329.446 ha of Land acquired or released for Human Settlements	3124,8773 ha of Land acquired or released for Human Settlements	3514, 5428 hectares of Land acquired or released for Human Settlements	1500 of hectares of well-located land acquired or released for human settlements development	750 of hectares of well-located land acquired or released for human settlements development	500 of hectares of well-located land acquired or released for human settlements development	250 of hectares of well-located land acquired or released for human settlements development



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1.1. Number of integrated implementation programmes for PDAs prepared	47 Integrated implementation programmes for PDAs prepared	No Target	16 Integrated implementation programmes for PDA prepared	16 Integrated implementation programmes for PDAs prepared	15 Integrated implementation programmes for PDAs prepared
2.1.2 Number of hectares of well-located land acquired within PSHDAs	1500 hectares of well-located land acquired within PSHDAs	0 hectares of well-located land acquired within PSHDAs	250 hectares of well-located land acquired within PSHDAs	500 hectares of well-located land acquired within PSHDAs	750 hectares of well-located land acquired within PSHDAs
2.1.3 Percentage of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned	30% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned	0% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned	10% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned	20% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned	30% of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned
2.1.4 Number of hectares of land rezoned for Human Settlements Development	1000 Hectares of land rezoned for Human Settlement Development	0 Hectares of land rezoned for Human Settlement Development	0 Hectares of land rezoned for Human Settlement Development	0 Hectares of land rezoned for Human Settlement Development	1000 Hectares of land rezoned for Human Settlement Development
2.1.5 Number of hectares of well-located land acquired or released for human settlements development	750 hectares of well-located land acquired or released for human settlements development	0 hectares of well-located land acquired or released for human settlements development	250 hectares of well-located land acquired or released for human settlements development	250 hectares of well-located land acquired or released for human settlements development	250 hectares of well-located land acquired or released for human settlements development

## INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### 2.2 EXPLANATION OF PLANNED PERFORMANCE OVER THE MTEF PERIOD

#### Existing Plans and New Development Plans for PSHDAs

The total output for PSHDAs development plans is one hundred and seventeen (117). Indicator 2.1.1 which deals with existing plans entails providing review report and an implementation plan that covers the areas of land assembly (public and privately owned land), infrastructure (bulk, transport, ecological, social amenities etc), economic development and planned grant commitments. This follows the 7 pillars that underpin the PSHDA programme. The indicator 2.1.2 for new development plans focuses on State Owned Land in PSHDAs (e.g. Department of Public Works [DPW] land) that requires development plans for the entire PSHDA and detailed layout plans for the specified land parcels. Since the review of existing plans (indicator 2.1.1) is dependent on the identification of any additional existing development plans, the HDA is unable to provide a quantitative target for the 22/23 and 23/24 outer years of the MTEF.

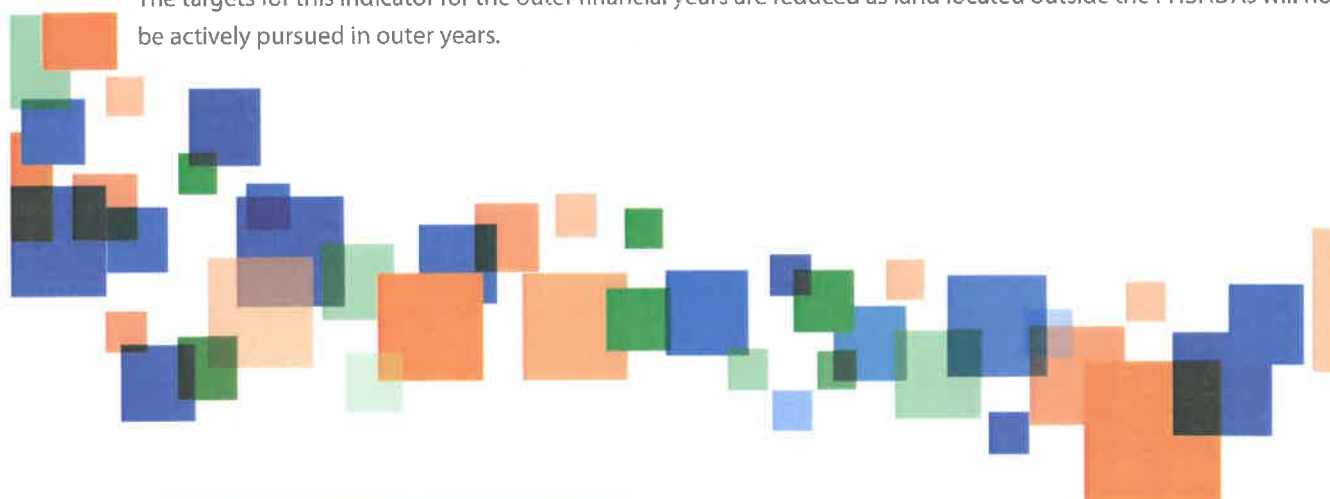
#### Land Acquisition and Re-Zoning

The indicators and targets pertaining to land acquisition and re-zoning is inclusive of all land identified for acquisition within the HDA's three (3) region which is a clustering of the country's nine (9) Provinces. At an operational level, the acquisition and re-zoning tasks are jointly and seamlessly implemented by the Agency's regional offices and its head office.

However, the Land and PSHDA programme of the Agency is responsible for co-ordinating, consolidating, reporting and accounting for all land acquired and re-zoned for integrated HS developments. This is because the head office is also responsible for ensuring that its land acquisition targets in particular are responsive to and include MTSF targets set by National Department for land acquisition. At this stage the target of 1500 for the outer years of the MTEF reflects the HDA's regional and the MTSF targets over the said period.

It is also important to note that the targets for the land acquisition indicator (2.1.3) is based on the need to provide a steady supply of land for human settlement development within the PSHDA's during the MTSF period. Therefore, it is practical to target the same number of hectares each year due to the complexity for determining the land need in the outer years.

The indicator and target for 2.1.6 accommodates land already earmarked for acquisition but falling outside the PSHDAs. Such land parcels include land located in rural municipalities intended for tenure upgrading programmes. The targets for this indicator for the outer financial years are reduced as land located outside the PSHDAs will not be actively pursued in outer years.



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 3.1 PROGRAMME 3: PROGRAMME PLANNING AND DESIGN AND REGIONAL COORDINATION AND HUMAN SETTLEMENT IMPLEMENTATION SUPPORT SERVICES

##### PURPOSE

This programme plans, designs, manages and implements priority programmes and provides access to adequate housing through a range of programmes.

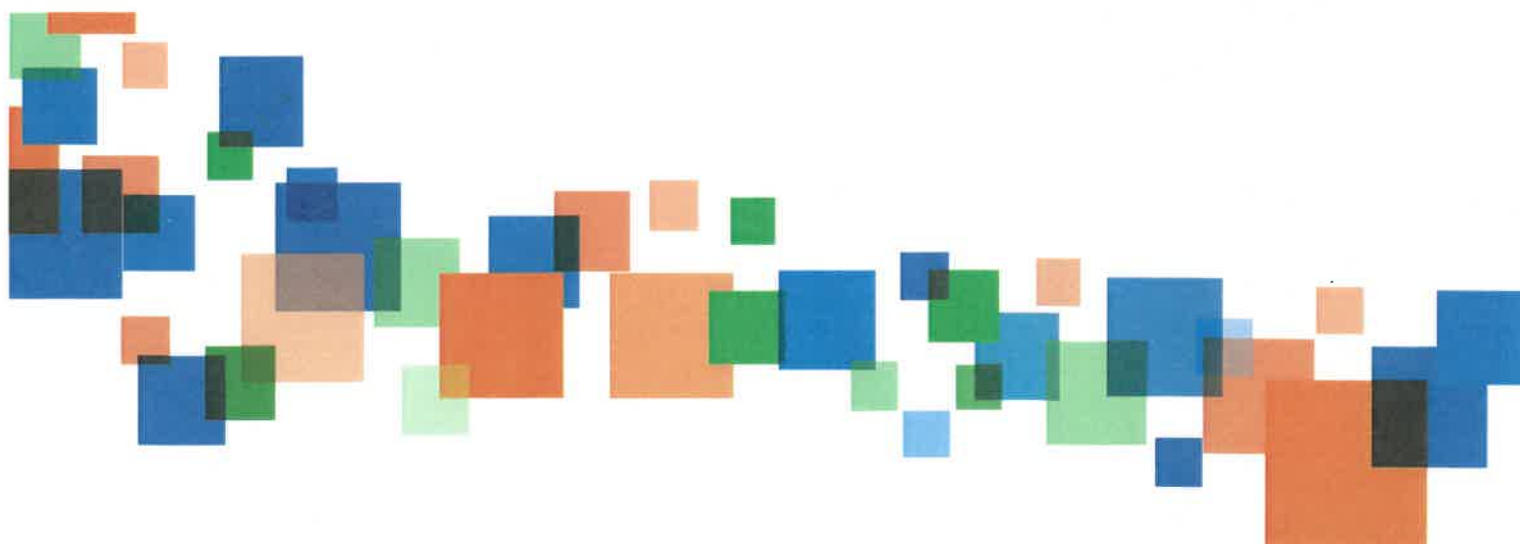
The programme has the following sub programmes: Programme Planning and Design and Regional Coordination and Human Settlements Implementation Support Services, as indicated in Table 15.

Table 15: Programme 3: Sub-programmes and services provided

SUB-PROGRAMME	SERVICES PROVIDED
<b>Informal Settlements Upgrading</b>	<ul style="list-style-type: none"><li>• Provides programme planning and design for priority programmes such as Catalytic projects within PSHDA's, Informal Settlement Upgrading, Mining towns' revitalisation.</li><li>• Specific unblocking of projects.</li><li>• Facilitates the implementation of transformation and empowerment in all HDA programmes (as per preferential procurement targets set in Programme 1).</li></ul>
<b>Revitalisation of Distressed Mining Towns</b>	
<b>Catalytic Projects</b>	
<b>Regional Coordination and Human Settlement Implementation Support Services</b>	<ul style="list-style-type: none"><li>• Enhances capacity and renders human settlements projects implementation services to provinces and municipalities.</li><li>• Collaborates with the respective spheres of government to optimise service delivery and facilitate access to adequate housing.</li></ul>

##### Sub Programme 3.1 Informal Settlements Upgrading

##### Outcomes, Outputs, Performance Indicators and Targets



PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

		Annual Targets							
Outcome	Outputs	Output Indicators	Audited / Actual Performance			MTEF Period			
			2017/18	2018/19	2019/20	Estimated Performance	2021/22	2022/23	2023/24
Integrated and sustainable human settlements and Security of Tenure	Adequate housing and improved living conditions in informal settlements	3.1.1 Number of Informal settlements supported for upgrading to phase 3	New Indicator	New Indicator	369 Informal settlements assessed and categorized	143 of Informal settlements supported for upgrading to phase 3	375 of Informal settlements supported for upgrading to phase 3	464 of Informal settlements supported for upgrading to phase 3	300 of Informal settlements supported for upgrading to phase 3
		3.1.2 Number of Informal Settlements upgraded to phase 3 (end to end)	New Indicator	New Indicator	New Indicator	New Indicator	4 of Informal Settlements upgraded to phase 3 (end to end)	5 of Informal Settlements upgraded to phase 3 (end to end)	6 of Informal Settlements upgraded to phase 3 (end to end)

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Adequate housing and improved living conditions in Emergency housing areas Selected inner cities Selected catalytic/mega projects	3.1.3 Number of informal settlements assisted with relocation and emergency interventions <sup>2</sup>	New Indicator	New Indicator	New Indicator	New Indicator	2 of informal settlements assisted with relocation and emergency interventions	3 of informal settlements assisted with relocation and emergency interventions	3 of informal settlements assisted with relocation and emergency interventions

<sup>2</sup> Relocation of Khutsong (GP) residents from the area with sinkholes to alternative sites and from Makhuduthamaga (GP) to alternative sites



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 3.1: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.1.1 Number of Informal settlements supported for upgrading to phase 3 <sup>3</sup>	375 Informal settlements supported for upgrading to phase 3	75 Informal settlements supported for upgrading to phase 3	90 Informal settlements supported for upgrading to phase 3	100 Informal settlements supported for upgrading to phase 3	110 Informal settlements supported for upgrading to phase 3
3.1.2 Number of Informal Settlements upgraded to phase 3 (end to end).	4 of Informal Settlements upgraded to phase 3 (end to end).	Implementation Plans and Implementation Agreements developed and finalised	No Target	No Target	4 Informal Settlements Upgraded to Phase 3 (end to end)
3.1.3 Number of Informal settlements assisted with relocation and emergency interventions <sup>4</sup>	2 Informal settlements assisted with relocation and emergency interventions	Facilitate funding for Makhuduthamaga and get project approval.	Relocation plan for both projects Services installation in Khutsong.	Relocation commences in both settlements	2 Informal Settlements relocated and assisted with emergency interventions

<sup>3</sup> Building a pipeline of the 1500 Informal settlements that will be upgraded in 2020-25 MTSF Period and having them approved by MINMEC / Provincial EXCOs / Municipal Councils

<sup>4</sup> Relocation of Khutsong (GP) residents from the area with sinkholes to alternative sites and from Makhuduthamaga (GP) to alternative sites

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Sub Programme 3.2 Catalytic Projects and Revitalisation of Distressed Mining Communities

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited / Actual Performance		Estimated Performance	MTEF Period					
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Integrated and sustainable human settlements and Security of Tenure	Adequate housing and improved living conditions in selected catalytic/mega projects	3.2.1 Number of catalytic projects provided with implementation support <sup>5</sup>	58 Catalytic Projects provided with implementation support	57 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support	50 Catalytic Projects provided with implementation support
		3.2.2 Number of Catalytic projects assisted to raise capital for the infrastructure required for the projects	New Indicator	New Indicator	New Indicator	New Indicator	6 of Catalytic projects assisted to raise capital for the infrastructure required for the projects	8 of Catalytic projects assisted to raise capital for the infrastructure required for the projects	6 of Catalytic projects assisted to raise capital for the infrastructure required for the projects	6 of Catalytic projects assisted to raise capital for the infrastructure required for the projects	6 of Catalytic projects assisted to raise capital for the infrastructure required for the projects
	Adequate housing and improved living conditions in distressed mining communities	3.2.3 Number of municipalities provided with technical and implementation support <sup>6</sup> for distressed mining communities	22 of municipalities provided with technical and implementation support for distressed mining communities	22 of municipalities provided with technical and implementation support for distressed mining communities	22 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities	23 of municipalities provided with technical and implementation support for distressed mining communities

5 Complete all planning processes and land and legal issues, development of socio-economic amenities in catalytic projects, capital raising for infrastructure required for the catalytic projects

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 3.2: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.2.1 Number of Catalytic Projects provided with Implementation support <sup>7</sup>	50 Catalytic Projects provided with Implementation support	50 Catalytic Projects provided with Implementation support	50 Catalytic Projects provided with Implementation support	50 Catalytic Projects provided with Implementation support	50 Catalytic Projects provided with Implementation support
3.2.2 Number of Catalytic projects assisted to raise capital for the infrastructure required for the projects	6 Catalytic projects assisted to raise capital for the infrastructure required for the projects	Compliance matrix and roadmap to resolve legal issues pertaining to land claims and property rights for all 6 projects	Bankability Reports for all 6 projects	Business cases and business plans including financials for the projects and sub-projects	Financial close and financiers' roadshow
3.2.3 Number of municipalities provided with technical and implementation support <sup>8</sup> for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities

<sup>7</sup> Complete all planning processes and land and legal issues, development of socio-economic amenities in catalytic projects, capital raising for infrastructure required for the catalytic projects

<sup>8</sup> Spatial transformation plans, human settlements projects pipeline and development plans for each project aligned with IDPs and approval by respective municipal councils, feasibility studies of proposed projects, land assembly, infrastructure coordination, detailed planning, funding and implementation framework, agreements with municipalities and provinces

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 3.2 EXPLANATION OF PLANNED PERFORMANCE OVER THE MTEF PERIOD

In the previous MTSF 2014 – 2019 The Housing Development Agency (HDA) was responsible for assessing and categorising all 375 informal settlements in the 23 declared Mining Towns in Distress Communities at the time. Over and above the 375 informal settlements assessed where some were supported with technical upgrading plans, the HDA has received further requests from various provinces and / or municipalities to assess new informal settlements that have emerged including those falling outside the original 23 mining towns. Noting that informal settlements are multi-year development projects. It is envisaged that the numbers will fluctuate based on the Agency's involvement in this priority Informal Settlement Upgrading Programme (UISP) nationally.

The UISP a very complex programme with various informal settlements having their own unique circumstances which require different interventions and / or development responses. As such the Technical Support provided by the HDA as a foundation phase is instrumental in ensuring that (the pre planning and or pre feasibilities) conducted assists organs of state in ensuring that there is a multi-year development pipeline to assist National government is achieving its MTSF Targets. Provided the HDA has the necessary capacity it can be able to assume an Implementing Agent role and assists provinces and municipalities to implement the phases of the UISP accordingly.

#### Sub Programme 3.3 Regional Coordination and Human Settlements Implementation Support Services

##### Outcomes, Outputs, Performance Indicators and Targets

10 Building a pipeline of the 1500 informal settlements that will be upgraded in 2020-25 MTSF Period and having them approved by MINMEC / Provincial EXCOs / Municipal Councils

11 Enter into an agreement with municipalities or provinces for the survey, registration, community participation, social facilitation, dispute resolution; Geotechnical investigation; Land acquisition; Pre-planning; Interim engineering services for 4 settlements viz. Nkaneng (NW); Marikana Ext 13 (NW); Smashblock (LIM); Makhuduthamaga (GP) and eventually upgraded to Phase 3 in outer years

12 Relocation of Khutsong (GP) residents from the area with sinkholes to alternative sites and from Makhuduthamaga (GP) to alternative sites

13 Complete all planning processes and land and legal issues, development of socio-economic amenities in catalytic projects, capital raising for infrastructure required for the catalytic projects

14 Spatial transformation plans, human settlements projects pipeline and development plans for each project aligned with IDPs and approval by respective municipal councils, feasibility studies of proposed projects, land assembly, infrastructure coordination, detailed planning, funding and implementation frame work, agreements with municipalities and provinces

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Sub Programme 3.3 Regional Coordination and Human Settlements Implementation Support Services

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period		
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2017/18	2018/19		2019/20		2020/21	2021/22
Integrated and sustainable human settlements and Security of Tenure	Housing Units delivered by HDA	3.3.1 HDA Strategic Projects: Number of units completed <sup>15</sup>	New Indicator	New Indicator	New Indicator	New Indicator	780 of units completed	780 of units completed	780 of units completed
		3.3.2 Region A: Number of IBT housing units delivered i.r.o. projects implemented by the HDA <sup>16</sup>	2872 of IBT housing units delivered i.r.o. projects implemented by the HDA	2397 of IBT housing units delivered i.r.o. projects implemented by the HDA	4356 of IBT housing units delivered i.r.o. projects implemented by the HDA	2283 of IBT housing units delivered i.r.o. projects implemented by the HDA	2787 of IBT housing units delivered i.r.o. projects implemented by the HDA	2787 of IBT housing units delivered i.r.o. projects implemented by the HDA	2787 of IBT housing units delivered i.r.o. projects implemented by the HDA
		3.3.3 Region B: Number of Housing Units Delivered i.r.o. projects implemented by HDA <sup>17</sup>	2320 of Housing Units Delivered i.r.o. projects implemented by HDA	4973 of Housing Units Delivered i.r.o. projects implemented by HDA	1191 of Housing Units Delivered i.r.o. projects implemented by HDA	1138 of Housing Units Delivered i.r.o. projects implemented by HDA	1463 of Housing Units Delivered i.r.o. projects implemented by HDA	1781 of Housing Units Delivered i.r.o. projects implemented by HDA	1830 of Housing Units Delivered i.r.o. projects implemented by HDA

<sup>15</sup> Comprised of Savannah City and Sicele Shiceka Projects

<sup>16</sup> Comprised of projects in Masiphummelelo, Chatty 491 & 1060, Khayamandi 289 & 479, Joe Slovo, Mandelaville, Motherwell NU12, Bethelsdorp and Duncan Village

<sup>17</sup> Comprised of projects in Limpopo (Capricorn, Skhekhune and military veterans) and Gauteng



PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited / Actual Performance				Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
	Serviced sites delivered	3.3.4 REGION A: Number of serviced sites delivered i.r.o. projects implemented by HDA <sup>18</sup>	4004 of serviced sites delivered i.r.o. projects implemented by HDA	5374 of serviced sites delivered i.r.o. projects implemented by HDA	2440 of serviced sites delivered i.r.o. projects implemented by HDA	3872 of serviced sites delivered i.r.o. projects implemented by HDA	2513 of serviced sites delivered i.r.o. projects implemented by HDA	2513 of serviced sites delivered i.r.o. projects implemented by HDA	2513 of serviced sites delivered i.r.o. projects implemented by HDA	2513 of serviced sites delivered i.r.o. projects implemented by HDA
		3.3.5 Region B: Number of serviced sites delivered i.r.o. projects implemented by HDA <sup>19</sup>	4142 of serviced sites delivered i.r.o. projects implemented by HDA	5156 of serviced sites delivered i.r.o. projects implemented by HDA	1400 of serviced sites delivered i.r.o. projects implemented by HDA	884 of serviced sites delivered i.r.o. projects implemented by HDA	1389 of serviced sites delivered i.r.o. projects implemented by HDA	2252 of serviced sites delivered i.r.o. projects implemented by HDA	1764 of serviced sites delivered i.r.o. projects implemented by HDA	1764 of serviced sites delivered i.r.o. projects implemented by HDA
		3.3.6 Region C: Number of serviced sites delivered i.r.o. projects implemented by HDA <sup>20</sup>	New Indicator	New Indicator	New Indicator	New Indicator	500 serviced sites delivered i.r.o. projects implemented by HDA	500 serviced sites delivered i.r.o. projects implemented by HDA	500 serviced sites delivered i.r.o. projects implemented by HDA	500 serviced sites delivered i.r.o. projects implemented by HDA

18 Comprises projects in Maiphummedelo, Duncan Village and Sesheng 1265

19 Comprises of projects in Gauteng and North West

20 Comprises of projects in Meloding Unit 3, Matjhabeng and BakenPark Ext 6, Bethlehem

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
	TRUs delivered as requested	3.3.7 Region B: Number of temporary residential units delivered <sup>21</sup>	New Indicator	New Indicator	New Indicator	New Indicator	1554 of temporary residential units delivered	0 of temporary residential units delivered	0 of temporary residential units delivered
	Projects managed by HDA delivered against all milestones, as per signed IPs and MTOPs <sup>22</sup>	3.3.8 Region A: Number of HS Projects managed by the HDA <sup>23</sup>	New Indicator	New Indicator	New Indicator	New Indicator	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA

<sup>21</sup> Project in Gauteng

<sup>22</sup> Comprises of projects in Du Noon (1324 units), Kosovo (1500 units) and Taiwan (1100 units)

<sup>23</sup> This target comprises of the following projects: Joe Slovo, Boystown, Forest Village, Tsunami & TRA 5.1 (912), Sheffield Road, Nyanga: Masiphathisane, Philippi: Nompumelelo, Khayelitsha: Jon Dev, Khayelitsha: Nobantu, Khayelitsha: Mandela Park 497 Site C, Nyanga: Masiphathisane Phase 2, Nyanga: Masiphathisane Phase 2, Nyanga: Masiphathisane Phase 2, City PHP Thembalethu (718 tops) & Thembalethu PHP (Ext 42 & 58), Transhex Ph1 (1.1, 1.3, 1.5), Wakkeland (Phase 1 Only), ISSP Kayamandi Zone 0 (711) UISP, Conradie FLISP (catalytic), Highbury Ph3 FLISP (45) (Power), Belhar CBD Ph3 (440), Blue Downs Erf 1896, Grabouw Hillside (348) (121 + 227), Thembalethu, Airport Precinct: Barcelona/Europe/Kanana/Gxagxa, Airport Precinct Infill Sites (729 sites/455bng/274high rise), Kosovo Main Site (5000) Professional fees, Southern Corridor: Lusaka Infills, Penhill Phase 1A, Penhill Phase 1B, Penhill Phase 1C, Ithemba East, Ithemba West, Thabo Mbeki, Taiwan & YB Section, Schulphoek, Imizamo Yethu, Chatsworth, De Aar (NC), Prieska (NC), Keyfontein (NC).

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
		3.3.9 Region A: Percentage completion of milestones of all projects managed by the HDA	New Indicator	New Indicator	New Indicator	New Indicator	100% completion of milestones of all projects managed by the HDA	100% completion of milestones of all projects managed by the HDA	100% completion of milestones of all projects managed by the HDA
		3.3.10 Region C: Number of HS Projects managed by the HDA	New Indicator	New Indicator	New Indicator	New Indicator	62 HS Projects managed by the HDA	45 HS Projects managed by the HDA	40 HS Projects managed by the HDA
		3.3.11 Region C: Percentage completion of bucket eradication project implemented by the HDA	New Indicator	New Indicator	New Indicator	New Indicator	100% completion of bucket eradication projects implemented by the HDA	100% completion of bucket eradication projects implemented by the HDA	100% completion of bucket eradication projects implemented by the HDA

24. Comprises of projects in Clocolan Setoso and Ficksburg Setoso Municipalities

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

		Annual Targets						
Outcome	Outputs	Output Indicators	Audited / Actual Performance		Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	HDA Projects packaged for implementation	3.3.12 Number of HDA strategic Projects packaged for development	New Indicator	New Indicator	New Indicator	3 projects (Ellofspark, Queenstown and Hartebeesfontein) strategic Projects packaged for development	1 HDA Strategic Projects packaged for development	1 HDA Strategic Projects packaged for development
	Title Deeds Registered	3.3.13 Number of Title deeds registered	New Indicator	0 Title Deeds Registered	403 Title Deeds Registered	7058 Title Deeds Registered	1456 Title Deeds Registered	1528 Title Deeds Registered
								1604 Title Deeds Registered

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 3.3: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.3.1 HDA Strategic Projects: Number of units completed	780 of units completed	Secure and complete the signing of PPP, Land Availability and Development Agreements/MoU	Complete civil works and lay platforms. Concrete pouring and completion of 240 foundations	780 wall plates completed	780 units completed
3.3.2 Region A: Number of IBT housing units delivered i.r.o. projects implemented by the HDA	2787 IBT housing units delivered i.r.o. projects implemented by the HDA	203 IBT housing units delivered i.r.o. projects implemented by the HDA	1012 IBT housing units delivered i.r.o. projects implemented by the HDA	943 IBT housing units delivered i.r.o. projects implemented by the HDA	629 IBT housing units delivered i.r.o. projects implemented by the HDA
3.3.3 Region B: Number of Housing Units Delivered i.r.o. projects implemented by HDA	1463 Housing Units Delivered i.r.o. projects implemented by HDA	350 Housing Units Delivered i.r.o. projects implemented by HDA	553 Housing Units Delivered i.r.o. projects implemented by HDA	353 Housing Units Delivered i.r.o. projects implemented by HDA	207 Housing Units Delivered i.r.o. projects implemented by HDA
3.3.4 REGION A: Number of serviced sites delivered i.r.o. projects implemented by HDA	2513 serviced sites delivered i.r.o. projects implemented by HDA	438 serviced sites delivered i.r.o. projects implemented by HDA	893 serviced sites delivered i.r.o. projects implemented by HDA	836 serviced sites delivered i.r.o. projects implemented by HDA	346 serviced sites delivered i.r.o. projects implemented by HDA
3.3.5 Region B: Number of serviced sites delivered i.r.o. projects implemented by HDA	1389 serviced sites delivered i.r.o. projects implemented by HDA	Engineering designs	150 serviced sites delivered i.r.o. projects implemented by HDA	388 serviced sites delivered i.r.o. projects implemented by HDA	851 serviced sites delivered i.r.o. projects implemented by HDA



PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.3.6 <b>Region C:</b> Number of serviced sites delivered i.r.o. projects implemented by HDA	500 serviced sites delivered i.r.o. projects implemented by HDA	70 serviced sites delivered i.r.o. projects implemented by HDA	92 serviced sites delivered i.r.o. projects implemented by HDA	169 serviced sites delivered i.r.o. projects implemented by HDA	169 serviced sites delivered i.r.o. projects implemented by HDA
3.3.7 <b>Region B:</b> Number of temporary residential units delivered	1554 serviced sites delivered i.r.o. projects implemented by HDA	1554 serviced sites delivered i.r.o. projects implemented by HDA	0 serviced sites delivered i.r.o. projects implemented by HDA	0 serviced sites delivered i.r.o. projects implemented by HDA	0 serviced sites delivered i.r.o. projects implemented by HDA
3.3.8 <b>Region A:</b> Number of HS Projects managed by the managed by the HDA	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA	40 HS Projects managed by the HDA
3.3.9 <b>Region A:</b> Percentage completion of milestones of all projects managed by the HDA	100% milestones of all projects managed by the HDA	15% milestones of all projects managed by the HDA	20% milestones of all projects managed by the HDA	30% milestones of all projects managed by the HDA	35% milestones of all projects managed by the HDA
3.3.10 <b>Region C:</b> Number of HS Projects managed by the HDA	62 HS Projects managed by the HDA	62 HS Projects managed by the HDA	62 HS Projects managed by the HDA	62 HS Projects managed by the HDA	62 HS Projects managed by the HDA
3.3.11 <b>Region C:</b> Percentage completion of bucket eradication project implemented by the HDA	100% completion of bucket eradication project implemented by the HDA	14% (Clocolan) 17% (Ficksburg) completion of bucket eradication projects implemented by the HDA	30% (Clocolan) 36% (Ficksburg) completion of bucket eradication projects implemented by the HDA	29% (Clocolan) 25% (Ficksburg) completion of bucket eradication projects implemented by the HDA	27% (Clocolan) 22% (Ficksburg) completion of bucket eradication projects implemented by the HDA

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.3.12 Number of HDA strategic Projects packaged for development	3 projects (Ellofspark, Queenstown and Harthebesfontein) HDA strategic Projects packaged for development	3 Secure HDA Exco and Board Approvals of PPP Partnership and Funding Agreements with the Private Sector Developers/ Investors	3 Finalise Draft Urban Design Frameworks	3 Finalise submissions of WULA, Development Planning and related studies applications	3 Finalise submissions of WULA, Development Planning and related studies applications for the 3 HDA Strategic Projects packaged for development
3.3.13 Number of title deeds registered	1456 Title Deeds Registered	218 Title deeds registered	480 Title deeds registered	393 Title deeds registered	365 Title deeds registered

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MTEF PERIOD

Sub-Programme 3.3 is mainly responsible, at a regional and strategic level, for implementation of all IPs and MTOPs signed by the HDA. Entered into with provincial departments of human settlements and municipalities, these instruments determine whether the Agency undertakes the role of either implementing agent and/or project manager.

To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this APP distinguishes between the projects managed by the Agency, and the projects implemented by the Agency.

All human settlement projects are typically multi-year projects spanning a year up to 7/10 years depending on the size and scope of the project. Targets and milestones for projects linked to IPs and MTOPs are determined by the provincial or municipal partner. Thus, the MTEF targets in this APP represent this reality, i.e. where the target remains constant it is multi-year project and where the target changes it is informed by the IP or MTOP in line with funding that is appropriated on a year-to-year basis.

The APP includes an indicator and targets for bucket eradication projects which the Agency's Region C is implementing and will run for the balance of the MTEF period. The outer year targets reflect the additional projects the Region will be implementing. The indicator pertaining to Transitional Residential Units is a very specific emergency intervention, initiated in the 21/20 financial year in response to the Covid 19 Pandemic. In addition, it is inherent that emergency incidences cannot be predicted in advance. Thus, there are no targets set for the 22/23 and 23/24 outer years of the MTEF period.

This APP also represents the transition the Agency is undergoing to serve as a fully-fledged public sector property developer of choice. In this regard, the Agency is implementing five (5) strategic initiatives, three (3) of which are on HDA-owned land. These three (3) initiatives are particularly significant in that they pilot the developer role of the Agency implementing the full value chain of activities involved in the construction/development of human settlements. The Agency will, during the 21/22 financial continue to assess its asset base of HDA-owned land to identify and conceptualise and package additional human settlements projects it can implement going forward. Since this pipeline is still to be developed and adopted, the Agency is unable to provide definitive targets for the outer 22/23 and 23/24 years of the MTEF period.

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 4.1 PROGRAMME 4: PLANNING, MONITORING AND EVALUATION AND INTER-GOVERNMENTAL RELATIONS

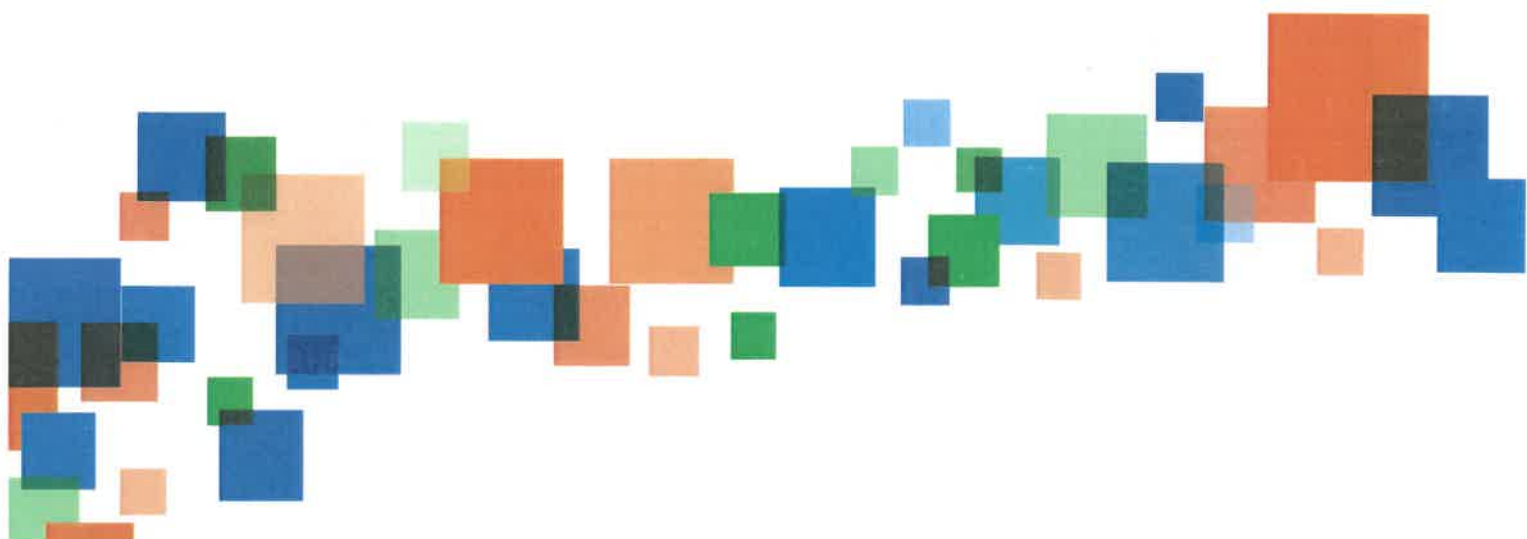
##### PURPOSE

This programme monitors and evaluates the development of spatially just, efficient, equitable, sustainable neighbourhoods that contributes to the transformation of human settlements. Furthermore, the programme focuses on ensuring sound intergovernmental and stakeholder relations between the HDA and all its stakeholders.

The programme has the following sub programmes: Monitoring and Evaluation, Spatial Information Management and Geographic Information Systems and Inter-Governmental Relations, as indicated in Table 16 below.

Table 16: Programme 4: Sub-programmes and services provided

SUB-PROGRAMME	SERVICES PROVIDED
<b>Monitoring and Evaluation</b>	• Monitor and evaluate the implementation of human settlements interventions
<b>Spatial Information Management and (Geographic Information Systems):</b>	• Develop spatial and business information systems, spatial and trends analysis and mapping and property profiling support services.
<b>Inter-Governmental Relations</b>	• Provide mechanisms, interventions, processes and procedures to ensure sound intergovernmental and stakeholder relations between the HDA and all its stakeholders



PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Output Indicators	Annual Targets							
		Audited / Actual Performance				Estimated Performance			
		2017/18	2018/19	2019/20	2020/21	MTEF Period			
Integrated and sustainable human settlements and Security of Tenure	HS Projects managed or developed by HDA reflects spatial transformation principles	4.1.1 Percentage of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	New Indicator	New Indicator	New Indicator	New Indicator	2021/22	2022/23	2023/24
			New Indicator	New Indicator	New Indicator	New Indicator	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days
			New Indicator	New Indicator	New Indicator	New Indicator	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days
			New Indicator	New Indicator	New Indicator	New Indicator	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days
			New Indicator	New Indicator	New Indicator	New Indicator	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days



PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 4: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1.1 Percentage of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days	100% of all requests logged during Q1	100% of all requests logged during Q2	100% of all requests logged during Q3	100% of all requests logged during Q4

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 4.2 EXPLANATION OF PLANNED PERFORMANCE OVER THE MTEF PERIOD PURPOSE

Programme 4, as is the case with Programme 1, provides operational support services to the core functional programmes of the HDA. As such, the details of the programme's work are contained in its Operational Plan. The indicator reflected in this APP speaks to a critical area of support provided by the Programme. This support is related to ensuring that the twelve (12) principles linked to Spatial Transformation is indeed an intrinsic part of the human settlement projects managed and/or directly implemented by the HDA. Since the implementation of HS projects spans beyond an MTEF period, the programme will provide the same support over the MTEF and beyond. The turn-around time in which the Programme provides the support required/requested is critical to the overall plans of the project/s being implemented timeously. Hence the indicator and target focus on this element.

#### 5. PROGRAMME RESOURCE CONSIDERATIONS

The HDA has received the following allocation from the NDHS for the Medium Term Expenditure Framework period:

The consolidated budget is based on confirmed grant funding from the Department of Human Settlements and funds received from provinces for operational expenditure in the respective offices based on agreed Medium Term Operational Plans (MTOPs). Total projected consolidated budget for the financial year is R378m, a reduction compared to prior year budget of R475m. The reduced budget is driven by a reduction in MTOP funding from R211m to R107m based on signed funding agreements. The Agency, excluding regions, is budgeting a negative balance of R26m which is then covered by management revenue.



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### BUDGET FOR 2021/22- 2023/2024 FINANCIAL YEAR

Revenue	2021/22	2022/23	2023/24
	Budget estimate	Budget estimate	Planning Budget estimate
<b>R Thousand</b>			
Revenue			
Tax revenue	-	-	-
Entity revenue	200,741	210,778	221,317
Sale of goods and services other than capital assets	200,741	210,778	221,317
Of which:			
<b>Administration fees</b>	<b>3,000</b>	<b>3,150</b>	<b>3,308</b>
Management Fees	-	-	-
<b>Other Income</b>	<b>1,000</b>	<b>1,050</b>	<b>1,103</b>
<b>Investment Income</b>	<b>2,000</b>	<b>2,100</b>	<b>2,205</b>
Please specify			
Sales by market establishments	197,741	207,628	218,009
Provincial Projects	197,741	207,628	218,009
Transfers received	235,379	242,716	243,649
Other government units	235,379	242,716	243,649
National government	235,379	242,716	243,649
Departmental transfers	235,379	242,716	243,649
Tax benefit	-	-	-
Outside shareholders interest	-	-	-
Total revenue	436,120	453,494	464,966

#### Check

Total revenue	436,120	453,494	464,966
Total expenses	436,120	453,494	464,966
Surplus / (Deficit)	-	0	0
Annual report Surplus / (Deficit)			
Differences			

**PART C MEASURING OUR PERFORMANCE**

**INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>2021/22 Budget estimate</b>	<b>2022/23 Budget estimate</b>	<b>2023/24 Planning Budget estimate</b>
Rand thousand			
<u>Objective/Activity</u>			
Administration	105,683	110,967	115,406
Strategic support	48,832	51,274	53,325
Development management operation	47,598	49,978	51,977
Built environment and operation	234,007	241,275	244,258
	-	-	-
<b>Total</b>	<b>436,120</b>	<b>453,494</b>	<b>464,966</b>
<u>Economic classification</u>			
<b>Current payments</b>	<b>436,120</b>	<b>453,494</b>	<b>464,966</b>
Compensation of employees	225,205	236,465	232,114
Salaries and wages	215,696	226,481	221,645
Social contributions	9,509	9,984	10,469
Goods and services	210,915	217,029	232,852
Of which			
Administrative fees	242	254	266
Advertising	1,812	1,903	1,998
Minor assets	485	509	534
Audit costs: External	2,500	2,625	2,756
Bursaries: Employees	1,764	1,852	1,945
Catering: Internal activities	657	690	723
Communication (G&S)	5,900	6,195	6,505
Computer services	4,368	4,181	4,382
Consultants: Business and advisory services	122,038	128,339	135,695
Legal services (G&S)	9,000	4,468	4,691
Science and technological services	-	-	-
Contractors			
Maintenance and repairs of other fixed structures	651	684	718
Agency and support/outsourced services	4,009	4,212	4,419
Entertainment	-	-	-
Consumables: Stationery, printing and office supplies	1,143	1,201	1,260
Operating leases	2,043	2,145	2,251
Rental and hiring	-	-	-
Property payments	20,358	21,376	22,376
Transport provided: Internal activities	-	-	-
Travel and subsistence	10,919	11,465	11,986
Training and development	3,728	3,914	4,097
Operating payments	15,992	16,792	21,827
Venues and facilities	344	1,114	1,164
Depreciation	2,962	3,111	3,259
Losses from	-	-	-
<b>Outside shareholders Interest</b>			
<b>Total Expenditure</b>	<b>436,120</b>	<b>453,494</b>	<b>464,966</b>
<b>Objective less Expenditure</b>	<b>0</b>	<b>0</b>	<b>-</b>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Statement of Financial Position	2021/22	2022/23	2023/24
	Budget estimate	Budget estimate	Planning Budget estimate
<b>ASSETS</b>			
<b>Current assets</b>	<b>1,339,548</b>	<b>1,406,525</b>	<b>1,465,882</b>
Inventory	368,953	387,401	404,834
Trade and other receivables from exchange transactions	220,659	231,691	242,118
Cash and cash equivalents	749,936	787,433	818,930
<b>Non-current assets</b>	<b>39,799</b>	<b>41,640</b>	<b>43,514</b>
Property, plant and equipment	8,892	9,337	9,757
Intangible assets	142	-	-
Investment property	30,765	32,303	33,757
<b>Total assets</b>	<b>1,379,347</b>	<b>1,448,166</b>	<b>1,509,396</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>	<b>1,276,201</b>	<b>1,339,862</b>	<b>1,396,220</b>
Payments received in advance	-	-	-
Trade and other payables from exchange transactions	32,752	34,389	35,937
Current provisions	17,888	16,334	17,069
Provisions for operational liabilities	17,888	16,334	17,069
Deferred income	1,225,562	1,289,139	1,343,214
Derivatives financial instruments	-	-	-
<b>Non-current liabilities</b>	<b>588</b>	<b>617</b>	<b>645</b>
Finance lease liability	588	617	645
Operating Lease Liability	-	-	-
<b>Total liabilities</b>	<b>1,276,789</b>	<b>1,340,480</b>	<b>1,396,865</b>
<b>NET ASSETS</b>	<b>102,558</b>	<b>107,686</b>	<b>112,532</b>
Accumulated surplus / (deficit)	102,435	107,557	112,397
Reserves	123	129	135
Cash reserves	-	-	-
Non_cash reserves	123	129	135
Capital fund/ Deferred government grant	-	-	-
<b>Total net assets and liabilities</b>	<b>1,379,347</b>	<b>1,448,166</b>	<b>1,509,397</b>
Contingent liabilities	-	-	-



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Cash flow data	2021/22	2022/23	2023/24
	Budget estimate	Budget estimate	Planning Budget estimate
<b>R Thousand</b>			
<b>Cash flow from operating activities</b>	<b>13 963</b>	<b>10 229</b>	<b>15 289</b>
<b>Cash receipts from stakeholders</b>	<b>376 094</b>	<b>390 467</b>	<b>397 901</b>
<b>Tax receipts</b>	-	-	-
<b>Sales of goods and services other than capital assets</b>	<b>200,741</b>	<b>210,778</b>	<b>221,317</b>
Sales of goods and services produced by department (excl. capital assets)	200,741	210,778	221,317
Administrative fees	3,000	3,150	3,308
Management Fees	-	-	-
Other Income	1,000	1,050	1,103
Investment Income	2,000	2,100	2,205
Sales by market establishments	197,741	207,628	218,009
Provincial Projects	197,741	207,628	218,009
Other sales	-	-	-
<b>Transfers received</b>	<b>235,379</b>	<b>242,716</b>	<b>243,649</b>
Other government units	235,379	242,716	243,649
National government	235,379	242,716	243,649
Departmental transfers	235,379	242,716	243,649
Other national departments	-	-	-
Departmental agencies and accounts	-	-	-
Provincial governments	-	-	-
<b>Cash paid to stakeholders</b>	<b>414,440</b>	<b>435,162</b>	<b>440,281</b>
<b>Current payments</b>	<b>414,440</b>	<b>242 7 435,162</b>	<b>243 6 440,281</b>
Compensation of employees	225,205	236,465	232,114
Salaries and wages	215,696	226,481	221,631
Social contributions	9,509	9,984	10,483
Goods and services	189,235	198,697	208,167
Administrative fees	242	253,575	265
Advertising	1,812	1,903	1,987
Minor assets	485	509	532
Audit costs: External	2,500	2,625	2,756
Bursaries: Employees	1,764	1,852	1,934
Catering: Internal activities	657	690	721
Communication (G&S)	5,900	6,195	6,505
Computer services	4,368	4,181	4,382
Consultants: Business and advisory services	93,968	98,667	103,600

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Cash flow data	2021/22	2022/23	2023/24
	Budget estimate	Budget estimate	Planning Budget estimate
Infrastructure and planning services	-	-	-
Legal services (G&S)	9,000	4,468	4,691
Science and technological services	-	-	-
Contractors	9,716	10,202	10,712
Maintenance and repairs of other fixed structures	9,212	9,796	5,859
Agency and support/outsourced services	3,200	4,212	4,419
Entertainment	-	-	-
Consumables: Stationery, printing and office supplies	1,143	1,201	1,260
Operating leases	2,043	2,145	2,251
Property payments	20,358	21,376	22,376
Travel and subsistence	10,919	16,934	17,679
Training and development	3,728	3,914	4,097
Operating payments	16,999	16,792	21,827
Venues and facilities	-	-	-
Interest and rent on land	937	937	937
Interest	937	984	1,027
Rent on land	-	-	-
<b>Tax payment</b>	-	-	-
<b>Outside shareholders interest</b>	-	-	-
<b>Cash flow from investing activities</b>	<b>(2,831)</b>	<b>(2,967)</b>	<b>(3,101)</b>
<b>Acquisition of property, plant, equipment</b>	<b>(2,831)</b>	<b>(2,967)</b>	<b>(3,101)</b>
Buildings: residential	-	-	-
Furniture and office equipment	(2,831)	(2,967)	(3,101)
Other machinery and equipment	-	-	-
Heritage assets	-	-	-
Outside shareholders interest	-	-	-
<b>Cash flow from financing activities</b>	<b>89,863</b>	<b>94,356</b>	<b>98,130</b>
Deferred income	-	-	-
Departmental transfer	-	-	-
Other Revenue	-	-	-
Repayment of finance leases	-	-	-
Other (e.g. issuance of shares, revaluations)	89,863	94,356	98,130
Interest	-	-	-
Dividends	-	-	-
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>111,543</b>	<b>112,689</b>	<b>122,815</b>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Statement of Financial Position	Audited		
	2020	2019	2018
<b>Assets</b>	<b>36,130</b>	<b>37,438</b>	<b>33,123</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	7,789	8,838	4,747
Intangible assets	436	695	471
Long-term land inventory	27,905	27,905	27,905
<b>Current Assets</b>	<b>1,112,643</b>	<b>1,049,237</b>	<b>2,585,158</b>
Land inventory	343,197	322,263	122,736
Receivables from non-exchange transactions	10,224	4,066	3,488
Projects receivables	119,447	224,039	83,187
Rental deposit	1,382	1,379	1,232
Cash and cash equivalents	638,393	497,490	2,374,515
<b>Total Assets</b>	<b>1,148,773</b>	<b>1,086,675</b>	<b>2,618,281</b>
<b>Net Assets and Liabilities</b>			
<b>Net Assets</b>	<b>29,948</b>	<b>31,670</b>	<b>44,363</b>
Revaluation reserve	-	111	111
Accumulated surplus	29,948	31,559	44,252
	<b>29,948</b>	<b>31,670</b>	<b>44,363</b>
<b>Non-Current Liabilities</b>			
Finance lease obligations	547	-	135
<b>Current Liabilities</b>	<b>1,118,278</b>	<b>1,055,005</b>	<b>2,573,783</b>
Payables from exchange transactions	25,917	25,482	34,014
Provisions	16,175	13,450	9,024
Current portion of finance leases	255	143	620
Projects Payables	65,980	11,285	48,123
Projects obligations	666,754	682,382	2,359,266
Land inventory obligation	343,197	322,263	122,736
<b>Total Liabilities</b>	<b>1,118,825</b>	<b>1,055,005</b>	<b>2,573,918</b>
<b>Total Net Assets and Liabilities</b>	<b>1,148,773</b>	<b>1,086,675</b>	<b>2,618,281</b>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Statement of Cash Flow	Audited		
	2020	2019	2018
<b>Cash flows from operating activities</b>			
Receipts	<b>343,719</b>	<b>371,615</b>	<b>372,710</b>
Grants	332,144	329,701	338,097
Management fees	13,042	39,189	35,085
Other receipts movements	(1,467)	2,725	(472)
Income tax			
<b>Payments</b>	<b>(287,572)</b>	<b>(397,880)</b>	<b>(355,856)</b>
Employee costs	(190,767)	(193,040)	(148,548)
Other payments	(96,805)	(204,840)	(207,308)
<b>Cash utilised in operations</b>	<b>56,147</b>	<b>(26,265)</b>	<b>16,854</b>
Cash generated by operating activities			
Interest received	3,539	13,304	5,295
Interest Accrued	(61)		
Interest paid - finance charges on finance leases	(789)	(137)	(250)
<b>Net cash flows from operating activities</b>	<b>58,836</b>	<b>(13,098)</b>	<b>21,899</b>
<b>Cash flows from investing activities</b>			
Property, plant and equipment acquired	(1,996)	(7,040)	(1,749)
Intangible assets acquired	(1,520)	(1,691)	(1,370)
<b>Net cash flows from investing activities</b>	<b>(3,516)</b>	<b>(8,731)</b>	<b>(3,119)</b>
<b>Cash flows from financing activities</b>			
Increase/(decrease) in funding receivables for projects	104,593	(140,853)	186,390
Decrease in projects payables	54,695	(36,839)	(12,694)
(Decrease)/increase in project obligations	(15,592)	(1,676,892)	1,473,586
Decrease in lease liability	659	(612)	(443)
Increase in impairment of project receivables	(58,771)	(612)	(443)
<b>Cash flows from financing activities</b>	<b>85,584</b>	<b>(1,855,808)</b>	<b>1,646,396</b>
Decrease in cash and cash equivalents	140,903	(1,877,025)	1,665,618
Cash and cash equivalents at beginning of the year	497,490	2,374,515	708,897
<b>Cash and cash equivalents at end of the year</b>	<b>1,148,773</b>	<b>1,086,675</b>	<b>2,618,281</b>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Statement of Financial Position	Audited		
	2020	2019	2018
<b>Revenue</b>	<b>352,366</b>	<b>385,502</b>	<b>381,015</b>
<b>Revenue from non-exchange transactions</b>	<b>229,311</b>	<b>222,177</b>	<b>210,668</b>
Transfer from controlling entity	229,311	222,177	210,668
<b>Revenue from exchange transactions</b>	<b>123,055</b>	<b>163,325</b>	<b>170,347</b>
Provinces support conditional grant	102,833	107,524	127,429
Project management fees	13,042	39,189	35,085
Interest income	3,539	13,304	5,295
Other income	3,641	3,308	2,538
<b>Expenditure</b>	<b>295,176</b>	<b>398,166</b>	<b>359,507</b>
Operating expenses	77,897	89,195	71,438
Land and related costs	12,047	11,214	9,324
Technical and project services	14,404	104,580	129,946
Finance costs	61	137	251
Employee costs	190,77	193,040	148,548
<b>Other expenditure</b>	<b>58,771</b>	<b>-</b>	<b>-</b>
Impairment of project receivables	30	29	86
Deficit on disposal of property, plant and equipment			
<b>Total other expenditure</b>	<b>58,801</b>	<b>29</b>	<b>86</b>
<b>Deficit for the year</b>	<b>(1,611)</b>	<b>(12,693)</b>	<b>21,422</b>



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Statement of performance	Annual Budget	Q1	Q2	Q3	Q4
<b>Revenue</b>	<b>436,119,725</b>	<b>109,029,931</b>	<b>109,029,931</b>	<b>109,029,931</b>	<b>109,029,931</b>
Revenue from non-exchange transactions	235,379,000	58,844,750	58,844,750	58,844,750	58,844,750
Operational grant funding	235,379,000	58,844,750	58,844,750	58,844,750	58,844,750
<b>Revenue from exchange transactions</b>	<b>200,740,725</b>	<b>50,185,181</b>	<b>50,185,181</b>	<b>50,185,181</b>	<b>50,185,181</b>
Medium Term Operation Plans (MTOPL)	197,740,725	49,435,181	49,435,181	49,435,181	49,435,181
Other income	3,000,000	750,000	750,000	750,000	750,000
<b>Expenditure</b>	<b>(436,119,725)</b>	<b>(109,029,931)</b>	<b>(109,029,931)</b>	<b>(109,029,931)</b>	<b>(109,029,931)</b>
Operational expenditure	(210,176,991)	(52,544,248)	(52,544,248)	(52,544,248)	(52,544,248)
Payroll costs	(225,942,734)	(56,485,684)	(56,485,684)	(56,485,684)	(56,485,684)
<b>Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Budget per programmes

Total Expenditure	436,119,725	109,029,931	109,029,931	109,029,931	109,029,931
<b>Administration - Programme 1</b>	<b>131,942,853</b>	<b>32,985,713</b>	<b>32,985,713</b>	<b>32,985,713</b>	<b>32,985,713</b>
CFO	44,032,260	11,008,065	11,008,065	11,008,065	11,008,065
CEO	10,416,049	2,604,012	2,604,012	2,604,012	2,604,012
Audit and Risk	1,045,000	261,250	261,250	261,250	261,250
Board	5,203,576	1,300,894	1,300,894	1,300,894	1,300,894
CS	44,986,134	11,246,534	11,246,534	11,246,534	11,246,534
Strategic Support	26,259,834	6,564,959	6,564,959	6,564,959	6,564,959
<b>Land Management and Priority Housing Development - Programme 2</b>	<b>27,488,172</b>	<b>6,872,043</b>	<b>6,872,043</b>	<b>6,872,043</b>	<b>6,872,043</b>
Land Management	24,473,172	6,118,293	6,118,293	6,118,293	6,118,293
Priority Housing Development Areas	3,015,000	753,750	753,750	753,750	753,750
<b>Programme Planning, Design and Regional Coordination - Programme 3</b>	<b>254,116,875</b>	<b>63,529,219</b>	<b>63,529,219</b>	<b>63,529,219</b>	<b>63,529,219</b>
Planning Programme Design (PPD)	9,479,888	2,369,972	2,369,972	2,369,972	2,369,972
Chief operating office (COO)	38,118,152	9,529,538	9,529,538	9,529,538	9,529,538
Region A	2,421,640	605,410	605,410	605,410	605,410
Region B	2,872,484	718,121	718,121	718,121	718,121
Region C	3,483,986	870,997	870,997	870,997	870,997
Limpopo	23,924,325	5,981,081	5,981,081	5,981,081	5,981,081
Free State	25,583,903	6,395,976	6,395,976	6,395,976	6,395,976
Kwa-Zulu Natal	26,495,387	6,623,847	6,623,847	6,623,847	6,623,847
Northern Cape	9,538,969	2,384,742	2,384,742	2,384,742	2,384,742
North West	35,701,519	8,925,380	8,925,380	8,925,380	8,925,380
Western Cape	32,757,842	8,189,461	8,189,461	8,189,461	8,189,461
Eastern Cape	22,442,842	5,610,711	5,610,711	5,610,711	5,610,711
Gauteng	21,295,938	5,323,985	5,323,985	5,323,985	5,323,985
<b>Planning and Monitoring - Programme 4</b>	<b>22,571,825</b>	<b>5,642,956</b>	<b>5,642,956</b>	<b>5,642,956</b>	<b>5,642,956</b>
Spatial Information Management Planning	22,571,825	5,642,956	5,642,956	5,642,956	5,642,956

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### BUDGET DEDUCTIONS

The Agency has planned to implement deductions as follows;

Reducing salary costs by freezing positions that are not prioritized and spending on consultants by utilising in-house resources in both 2021/22 and 2022/23.

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 7.1 Significance and Materiality Framework

The accounting authority for the public entity must inform the relevant treasury and submit relevant particulars to its executive authority for approval in respect of the following transaction:

No.	Reference	Nature of Transaction	Requirements for application	Quantitative/Qualitative Guidelines
1.	54(2)(a)	Establishment or participation in the establishment of a company	<p>i. Any transaction of this nature that causes any interest (equity or loans) to be taken by HDA in the company to be established requires approval from the Executive Authority irrespective of its materiality or significance.</p> <p>ii. Concerning participation in the establishment of a company, where an interest (equity or loans) is to be taken by HDA in the company to be established, any involvement by HDA in the establishment process will necessitate an application for approval, regardless of the degree of involvement by HDA.</p> <p>iii. Following from (i) and (ii) above, where no interest (equity or loans) is to be held by HDA in the company to be established, for example, HDA is only facilitating the formation on behalf of or with other parties in pursuance of a social objective, such participation need not necessitate an application.</p> <p>iv. For purposes of establishment of an entity under section 51(1)(g), the above principles will also apply.</p>	<p>• All transactions of the nature will require application except where the HDA will not have an interest in the company to be established.</p>
2.	54(2)(b)	Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	<p>i. Partnership, trust, unincorporated joint venture or any transaction involving establishment or participation in the establishment of a company that entails incorporation under the Companies Act.</p>	<p>• All transactions involving establishment or participation in the establishment of a company require an application.</p>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

No.	Reference	Nature of Transaction	Requirements for application	Quantitative/Qualitative Guidelines
2.			a) Participation in any partnership, trust, unincorporated joint venture or similar arrangement that is located outside the Republic of South Africa is to be regarded as significant, thus necessitating an application for approval, irrespective of the Rand amount involved. b) Participation in a partnership, trust, unincorporated joint venture or similar arrangement that is expected to result in retrenchment/job losses in excess of 5% of the employees of the HDA.	<ul style="list-style-type: none"> <li>• All transactions involving the establishment (or participation in the establishment) by HDA of any company that is domiciled outside the Republic of South Africa require an application.</li> </ul>
3.	54(2)(c)	Acquisition or disposal of significant shareholding in a company	i. Where any of the following occurs, the transaction is to be regarded as significant: <ul style="list-style-type: none"> <li>a) Where ownership control is affected; or</li> <li>b) Where HDA's right to pass or block a special resolution is affected; or</li> <li>c) There is a change in shareholding of at least 10%; or</li> <li>d) For an acquisition, any transaction that results in a shareholding of at least 10% in a company</li> <li>e) Disposal will include any transaction that causes the shareholding to cease</li> <li>f) Where there is forced liquidation or similar forced action, e.g. due to company trading in insolvent circumstances, consultation with the Department is required in so far as the Minister must be informed of the details of the transaction.</li> </ul>	The following require an application <ul style="list-style-type: none"> <li>• Acquisition or disposal of any percentage of shareholding in a company domiciled outside the Republic of South Africa</li> <li>• The voluntary winding-up, liquidation or deregistration of any company.</li> <li>• Size of shareholding &gt;10%</li> </ul>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

No.	Reference	Nature of Transaction	Requirements for application	Quantitative/Qualitative Guidelines
4.	54(2)(d)	Acquisition or disposal of a significant asset	<p>i. Acquisition or disposal of land and property inventory entered to as part of the HDA's core business will require blanket application.</p> <p>ii. Assets falling outside the HDA core business and classified as non-current assets according to Generally Recognised Accounting Practice (GRAP) will require application where the disposal of assets has an impact or a potential impact on the continued ability of HDA to do business or provide its core service.</p>	<ul style="list-style-type: none"> <li>All core business transactions to obtain blanket Ministerial approval</li> <li>Impact or potential impact on non-core assets to be assessed by the Accounting Authority</li> </ul>
5.	54(2)(e)	Commencement or cessation of a significant business activity	<p>i. A business activity that falls within HDA's core business need not be regarded as falling under this subsection.</p> <p>ii. A business activity that falls outside of HDA's core business should be regarded as significant.</p>	Any business activity outside the HDA's core business will require an application
6.	54(2)(f)	A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement	i. Any change in interest in the Rand value of which exceeds the significance limits as determined per quantitative guidelines, should be regarded as significant.	<ul style="list-style-type: none"> <li>Any change in interest in the rand value &gt; 1% of the HDA owned assets Total assets estimate 2019/20 R100 000 000</li> <li>Quantitative guideline: R1 million</li> </ul>



## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 7.2 Section 55(2)b of the PFMA

The annual report and financial statements must include particulars of any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure. The HDA assessment is that all losses will be disclosed.

Material Losses	Proposed Framework	Resulting Figures for 2019/20	Recommended Disclosure	Preventative Measures
<ul style="list-style-type: none"><li>• Criminal conduct</li><li>• Irregular expenditure</li><li>• Fruitless and wasteful expenditure</li></ul>	Quantitative:  None	R0	All losses will be disclosed in the Annual Financial Statements	The HDA's systems and processes are designed and continually reviewed to ensure prevention and detection of all such expenditure, irrespective of the size thereof.

#### 7.3 FINANCIAL MATERIALITY

The HDA aims to ensure that financial statements fairly present the financial position and performance of the entity and its cashflow reporting. Based on this, all errors identified will be adjusted including errors identified during the external audit process.

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 8. Key Risks

Outcome	Risk Key	Risk Mitigation
Improved administrative and compliance with all applicable prescripts	Tender irregularities	<p>Strengthen SCM internal controls:</p> <ul style="list-style-type: none"> <li>• On-the job training for all SCM Staff</li> <li>• Continuously monitoring of the Procurement Plan to reduce emergency procurements.</li> <li>• Review all tender files before proceeding to BEC &amp; BAC.</li> <li>• Review outdated SCM Policy and align with NT Regulations.</li> </ul>
	Increase in Irregular Expenditure and fruitless and wasteful expenditure	<p>Strengthen SCM processes and internal controls to detect and prevent irregular expenditure: &amp; Fruitless &amp; wasteful expenditure</p> <ul style="list-style-type: none"> <li>• Detection of expired contracts</li> <li>• Non- payment of irregular or expired contracts.</li> <li>• Maintain and review an Irregular Expenditure Register monthly basis</li> <li>• Instituting disciplinary action against persons liable for fruitless &amp; wasteful expenditure</li> </ul>
	Fraud & Corruption	<ul style="list-style-type: none"> <li>• All Whistleblowing Reports will be investigated and tabled at the Audit &amp; Risk Committee on a quarterly basis.</li> <li>• Fraud &amp; Corruption Awareness &amp; training to be conducted on an annual basis</li> </ul>
	Non -Compliance of statutory requirements & missed deadlines	<ul style="list-style-type: none"> <li>• Develop and maintain a Compliance Calendar to ensure that the Agency complies with required statutory deliverables timeously.</li> </ul>
	Old & outdated Policies & Procedures	<ul style="list-style-type: none"> <li>• Embark on a Policy Drive to update all policies with applicable legislations and regulations</li> </ul>
	Failure to discharge the HDA legislative mandate within the approved operational budget	<ul style="list-style-type: none"> <li>• New Strategy approved by board that is in line with HDA's legislated mandate, awaiting National approval</li> </ul> <p>HDA to be developer of choice as per the Act.</p>
Failure to meet HDA transformation and empowerment targets	<p>Review and update existing role-specific and generic indicators to make transformation and targets more impactful</p> <p>Establish HDA's BBBEE level Set targets for the preferential procurement, enterprise and supplier developments pillars</p> <p>Develop an implementation plan</p>	

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome	Risk Key	Risk Mitigation
Land Acquired for Human Settlements	Lack of funding to acquire land for human settlement due to current fiscal arrangements.	Obtained Cabinet approval for the release of 14 000 hectares of public land.  Preparation of multiyear land acquisition pipeline
	Delays from state land custodians in the release of targeted state land required for human settlement	The inter-ministerial committee on land reform has been established to coordinate expedited release of state land required for human settlement
	Potential land price collusion	Review of controls/processes on land acquisition Land valuation processes conducted by independent values
	Delays in the acquisition of land through expropriation	Expedite the process through meaningfully engagements with the expropriation authorities (Minister, MECs, Local Authority, Courts)
Adequate housing for lower- and middle-income households provided in liveable neighbourhoods	Programs and projects not delivered on time within budget and according to scope	Participate in the business planning processes of the Provinces Implementation of proper project management processes  Accept fully funded mandates with implementation controls
	Misalignment between National Priority Programmes and the priorities of Provinces, Municipalities and Sector Departments	Review of Planning Regime  Fiscal alignment and coordinated budgeting between Provinces/Municipality and HDA  The signing of Implementation Protocols and MOAs
	Inability to provide supporting and spatial information for decision making	Develop GIS Strategy for new MTSF period and communicate it to stakeholders to address time frames, resource limitations, data governance, data quality and security.
	The unwillingness of stakeholders (Project manager's/development managers/municipalities and contractors) to provide land, project information and source documents to measure spatial transformation.	<ul style="list-style-type: none"> <li>• Development of Spatial Transformation Scoring Tool</li> <li>• A framework developed for M&amp;E</li> <li>• Formulated appropriate M&amp;E indicators in consultation with stakeholders</li> <li>• Secured baseline data</li> </ul>

## PART C MEASURING OUR PERFORMANCE

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 9. Public Entities

**Not Applicable**

#### 10. Infrastructure Projects

**Not Applicable**

#### 11. Public and Private Partnerships (PPPs)

**Not Applicable**

#### 12. DISTRICT DEVELOPMENT MODEL AND PSHDAS

The District Development Model is based on the concept of joint planning where it is not top-down but built on existing local plans (IDP, SDFs, etc) with common intergovernmental vision and outcomes. This enables customised and localised solutions which are most appropriate and are differentiated to the circumstances of each district and metropolitan area (Draft DDM Guidelines, 2019). District municipalities are close enough to communities so that government is responsive, leveraging local economic opportunities. This scale also enables a more strategic regional development approach for government going beyond administrative boundaries thus focusing on functional economic areas, environmental resource areas and catchments, regional spatial structuring and connectivity, and regional bulk infrastructure investment.

The DDM is expected to be implemented in two processes: **spatialisation and reprioritisation**. Spatialisation refers to development priorities and objectives that are translated into spatial locations and reprioritisation refers to realigning and adjusting plans and budgets to meet the desired outcomes. In respect of the human settlements development priorities, the operationalisation of the can be optimised in the 136 PSHDAs which were identified for investments from multiple public and non-public role-players, to align mandates across spheres and sectors which have a strong spatial impact and to direct the available State resources to existing human settlements and to plan for the provision of new human settlements. The key output of the DDM is the One Plan which is a Strategic Framework to guide all state and private investment within the district/metro area. It is not a detailed plan covering all departmental and municipal responsibilities. Instead the focus is to utilise existing national, provincial district and municipal plans as key informants for the model. As part of the consolidated inputs by the Department, the PSHDAs development plans will thus inform the One Plan.

**PART C MEASURING OUR PERFORMANCE**

**INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

**Annexure A: Amendments to the Strategic Plan**

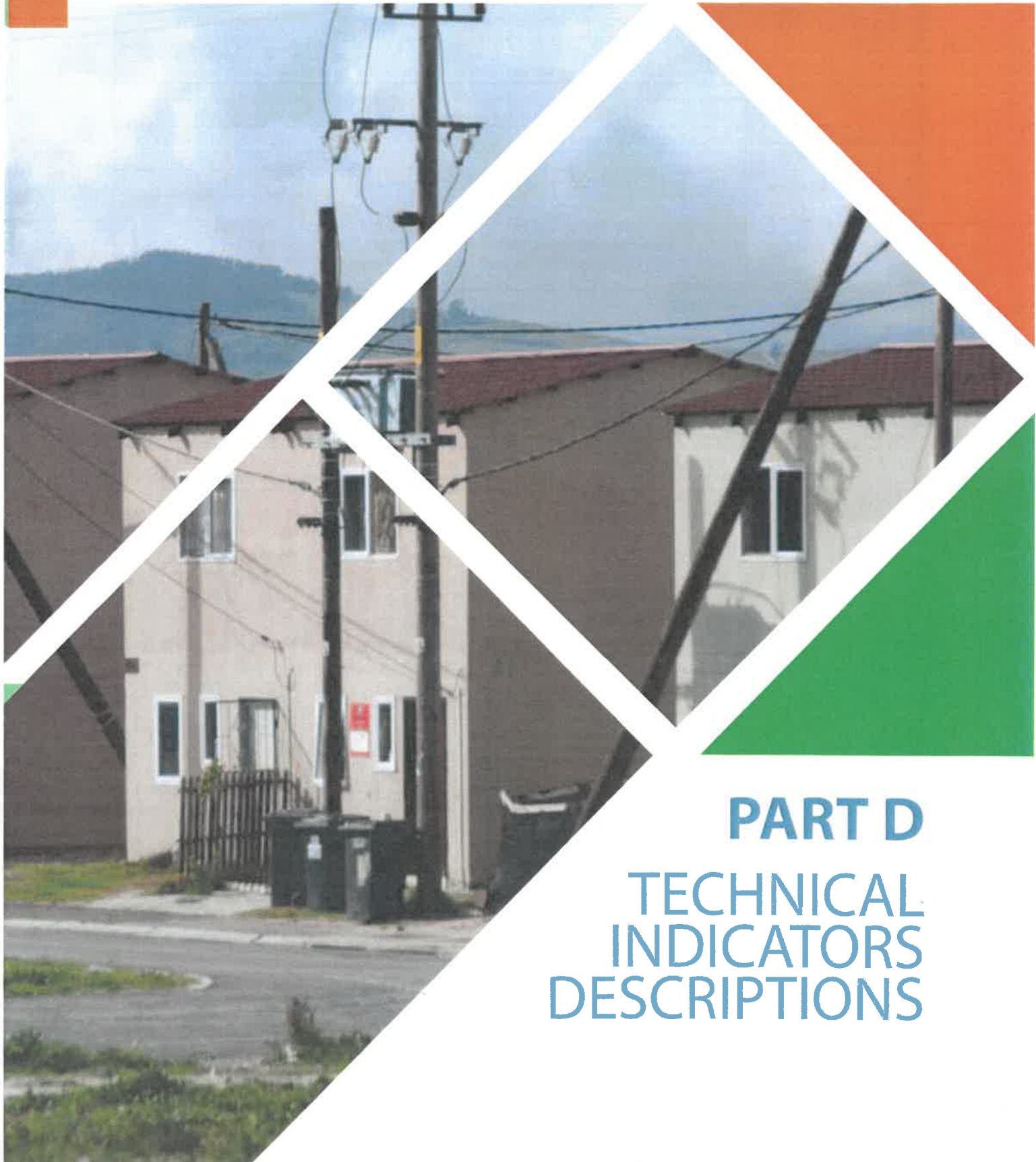
**Annexure B: Conditional Grants**

**Annexure C: Consolidated Indicators**

**Annexure D: Significance and Materiality Framework**







**PART D**  
**TECHNICAL**  
**INDICATORS**  
**DESCRIPTIONS**

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### PROGRAMME 1

##### Programme 1: Administration

Indicator title	1.1.1 Unqualified audit outcome with no material findings
<b>Definitions</b>	This refers to the HDA receiving a positive audit opinion, from the Auditor General, on the Department's financial and non-financial performance. The indicator measures the performance of the Agency in compliance with all applicable policies, legislation, regulations and prescripts.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>External audit report, management, Final Audit Report and opinion is duly signed and stamped by the Auditor General (AG)/AG's office</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Simple Calculation</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>2020/21 external audit report outcomes, management report</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Timeous reconciliations and regular financial reporting and monitoring</li> <li>Complete, accurate, financial information and co-operation from internal stakeholders</li> <li>All financial and non-financial performance reflected in each financial year's APP implemented in compliance with all applicable policies, legislation, regulations and prescripts.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	Qualitative non-cumulative
<b>Reporting cycle</b>	01 April 2020 – 31 March 2021 Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>An effective and compliant financial management</li> <li>Achievement of the 2021/22 APP target of unqualified audit outcome with no material findings</li> </ul>
<b>Indicator responsibility</b>	Chief Financial Officer

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.2 Percentage of annual HDA procurement spend, targeted at businesses owned by BB BEE Levels 1 - 4
<b>Definitions</b>	This refers to the Agency's commitment to spend 60% of its annual procurement budget on businesses owned by BB BEE Levels 1-4. The amount of money spent on goods and services procured by the HDA in the implementation of its mandate from BBBEE levels 1-4 is expressed in percentage form relative to its entire budget spent on procurement.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Financial Reports on the payment of service providers for goods and services.</li> <li>Commitment Register/Awards Register</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>An assessment of the report generated from the system on procurement spend between the designated groups.</li> <li>Percentage: Total procurement budget committed and/or awarded to BB BEE Levels 1-4 suppliers/total procurement of the Agency x 100</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>General Ledger and Management Accounts presented to the Board</li> <li>Documentation pertaining to the companies that procurement budget is awarded/committed to e.g. CSD reports indicating BB-BEE level status of the companies and the commitment and awards registers indicating the BB-BEE Level status of the company.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board approval of reports</li> <li>BB-BEE Level 1-4 suppliers registered on the National CSD database.</li> <li>Availability of BB BEE Level 1-4 suppliers for the services and products procured by the Agency</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>The target for BB-BEE Level 1 - 4 suppliers is 60%</li> <li>Transformation and empowerment of companies falling within the BBBEE levels 1-4</li> </ul>
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 2021/22 APP target of 60% procurement budget allocated/awarded to BB BEE Level 1-4 suppliers.</li> </ul>
<b>Indicator responsibility</b>	Manager: Transformation and Empowerment

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.3 Percentage of annual HDA procurement spend targeted at businesses owned by Women
<b>Definitions</b>	This refers to the Agency's commitment to spend 35% of its annual procurement budget on businesses owned by women. The amount of money spent on goods and services procured by the HDA in the implementation of its mandate from businesses owned by Women expressed in percentage form relative to its entire budget spent on procurement
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Financial Reports on the payment of service providers for goods and services</li> <li>Commitment Register/Awards Register</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>An assessment of the report generated from the system on procurement spend between the designated groups.</li> <li>Percentage: Total procurement budget committed and/or awarded to women owned companies /total procurement of the Agency x 100</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>General Ledger and Management Accounts presented to the Board</li> <li>Documentation pertaining to the companies that procurement budget is awarded/ committed to e.g. CSD reports indicating women-owned status of the companies and the commitment and awards registers indicating the women-owned status of the company.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board approval of reports</li> <li>Women owned businesses registered on the National CSD database.</li> <li>Availability of women-owned businesses for the services and products procured by the Agency.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>The target for women owned businesses is 35%</li> <li>Transformation and empowerment of women owned companies</li> </ul>
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 2021/22 APP target of 35% procurement budget allocated/awarded to women-owned companies.</li> </ul>
<b>Indicator responsibility</b>	Manager: Transformation and Empowerment

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.4 Percentage of annual HDA procurement spend targeted at businesses owned by Youth
<b>Definitions</b>	This refers to the Agency's commitment to spend 15% of its annual procurement budget on businesses owned by Youth. The amount of money spent on goods and services procured by the HDA in the implementation of its mandate from businesses owned by Youth expressed in percentage form relative to its entire budget spent on procurement
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Financial Reports on the payment of service providers for goods and services</li> <li>Commitment Register/Awards Register</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>An assessment of the report generated from the system on procurement spend between the designated groups.</li> <li>Percentage: Total procurement budget committed and/or awarded to youth owned companies /total procurement of the Agency x 100</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>General Ledger and Management Accounts presented to the Board</li> <li>Documentation pertaining to the companies that procurement budget is awarded/committed to e.g. CSD reports indicating youth-owned status of the companies and the commitment and awards registers indicating the youth-owned status of the company.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board approval of reports</li> <li>Youth owned businesses registered on the National CSD database.</li> <li>Availability of youth-owned businesses for the services and products procured by the Agency.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>The target for youth owned businesses is 15%</li> <li>Transformation and empowerment of youth owned companies</li> </ul>
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 2021/22 APP target of 15% procurement budget allocated/awarded to youth-owned companies.</li> </ul>
<b>Indicator responsibility</b>	Manager: Transformation and Empowerment



## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.5 Percentage of annual HDA procurement spend targeted at businesses owned by Persons with disabilities
<b>Definitions</b>	This refers to the Agency's commitment to spend 5% of its annual procurement budget on businesses owned by persons with disabilities The amount of money spent on goods and services procured by the HDA in the implementation of its mandate from businesses owned by Persons with Disabilities expressed in percentage form relative to its entire budget spent on procurement
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Financial Reports on the payment of service providers for goods and services</li> <li>Commitment Register/Awards Register</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>An assessment of the report generated from the system on procurement spend between the designated groups.</li> <li>Percentage: Total procurement budget committed and/or awarded to companies owned by persons with disabilities /total procurement of the Agency x 100</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>General Ledger and Management Accounts presented to the Board</li> <li>Documentation pertaining to the companies that procurement budget is awarded/committed to e.g. CSD reports indicating persons with disabilities-owned status of the companies and the commitment and awards registers indicating the persons with disabilities-owned status of the company.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board approval of reports</li> <li>Businesses owned by persons with disabilities registered on the National CSD database.</li> <li>Availability of businesses owned by persons with disabilities for the services and products procured by the Agency.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>The target for businesses owned by persons with disabilities is 5%</li> <li>Transformation and empowerment of business owned by persons with disabilities</li> </ul>
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 2021/22 APP target of 5% procurement budget allocated/awarded to businesses owned by persons with disabilities.</li> </ul>
<b>Indicator responsibility</b>	Manager: Transformation and Empowerment

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.6 Percentage of annual HDA procurement spend targeted at businesses owned by Military Veterans
<b>Definitions</b>	This refers to the Agency's commitment to spend 5% of its annual procurement budget on businesses owned by military veterans. The amount of money spent on goods and services procured by the HDA in the implementation of its mandate from businesses owned by Military Veterans expressed in percentage form relative to its entire budget spent on procurement
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Financial Reports on the payment of service providers for goods and services</li> <li>Commitment Register/Awards Register</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>An assessment of the report generated from the system on procurement spend between the designated groups.</li> <li>Percentage: Total procurement budget committed and/or awarded to companies owned by military veterans /total procurement of the Agency x 100</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>General Ledger and Management Accounts presented to the Board</li> <li>Documentation pertaining to the companies that procurement budget is awarded/ committed to e.g. CSD reports indicating military veteran-owned status of the companies and the commitment and awards registers indicating the military veteran-owned status of the company.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board approval of reports</li> <li>Businesses owned by persons with disabilities registered on the National CSD database.</li> <li>Availability of businesses owned by persons with disabilities for the services and products procured by the Agency.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>The target for businesses owned by military veterans is 5%</li> <li>Transformation and empowerment of business owned by military veterans</li> </ul>
<b>Spatial Transformation where applicable)</b>	N/A
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 2021/22 APP target of 5% procurement budget allocated/awarded to businesses owned by military veterans.</li> </ul>
<b>Indicator responsibility</b>	Manager: Transformation and Empowerment

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.7 Percentage implementation of the approved Internal Audit Plan
Definitions	Implementation and completion of audits in line with the approved internal audit plan
Source of data	• Finalised Audit Reports
Method of calculation / Assessment	• Simply counting number of audit reports finalised per quarter against the Annual Audit Plan
Means of verifications	• Signed off Report by the Audit & Risk Manager
Assumptions	• Unrestricted access to information, availability of personnel
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation where applicable)	N/A
Calculation Type	• Cumulative
Reporting cycle	Quarterly
Desired performance	• All fraud reports tabled at ARC
Indicator responsibility	Manager Audit and Risk

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	1.1.8 Percentage implementation of approved anti-fraud and corruption plan
Definitions	Execution and implementation of the approved anti-fraud and corruption implementation plan
Source of data	• Fraud Report/incidents reported on the whistle blowing hotline
Method of calculation / Assessment	• Simply compiling of fraud incidents report from the whistle blowing hotline and tabling it at ARC on a quarterly basis
Means of verifications	• ARC Chairperson signed minutes. • An approved agenda
Assumptions	• Unrestricted access to information, availability of personnel
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation where applicable)	N/A
Calculation Type	• Cumulative
Reporting cycle	Quarterly
Desired performance	• 100% audits completed against the annual Audit plan
Indicator responsibility	Manager Audit and Risk

Indicator title	1.1.9 Percentage implementation of the approved Risk Management Plan
Definitions	Risk management implementation plan is aligned to risk management strategy and unpacks specific risk management activities that will be implemented for the particular year including responsible persons, resources required and targets dates.
Source of data	• Risk implementation plan
Method of calculation / Assessment	• 100% deliverables as per the implementation plan for the year
Means of verifications	• Risk Implementation plan
Assumptions	• Unrestricted access to information, availability of personnel
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation where applicable)	N/A
Calculation Type	• Cumulative
Reporting cycle	Quarterly
Desired performance	• 100% implementation of risk implementation plan
Indicator responsibility	Manager Audit and Risk

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### Programme 2: Land Management and Priority Human Settlements housing Development areas

Indicator title	2.1.1. Number of integrated implementation programmes for PDAs completed
<b>Definitions</b>	<p>The indicator measures the number of implementation programmes which are human settlements development plans prepared for each priority development area. The implementation programme is based on information obtained from existing planning documents (e.g. development frameworks, precinct plans, master plans, etc.) and statutory plans (eg IDPs and SDFs).</p> <p>The human settlements development plan format will be guided by the 7 pillars that underpin the PSHDA programme. These includes land assembly (public and privately owned land), infrastructure (bulk, transport, ecological, social amenities etc), economic development and planned grant commitments.</p> <p>Additionally, the human settlements development plan outline the recommended interventions needed to achieve integrated human settlements. The interventions can be informed by the housing code and planning guidelines such as the Neighbourhood Planning and Design Guide (Red Book) and may include housing densities and typologies.</p> <p>PSHDA and PDA refer to the same thing.</p>
<b>Source of data</b>	StatsSA data, Provincial plans, Municipal Spatial Development Frameworks, Municipal IDPs, Sector Department plans, DHS Entities plans, Land Use Managements Schemes, SPLUMA Development Plan Guidelines, Red Book
<b>Method of calculation / Assessment</b>	Number of implementation programmes, which are human settlements development plans prepared for each priority development area
<b>Means of verifications</b>	1. Implementation programmes, which are human settlements development plans prepared for each PDA
<b>Assumptions</b>	Cooperation from stakeholders: provinces, municipalities, entities, sector departments, and private sector; funding available for preparation of the development plans
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	Yes
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	• Quarterly
<b>Desired performance</b>	Implementation programmes, which are human settlements development plans prepared for each priority development area
<b>Indicator responsibility</b>	Manager: Land Assembly and PSHDAs

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	2.1.2 Number of hectares of well-located land acquired within PSHDAs
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• This refers to the acquisition of well-located land parcels for human settlement developments to address human settlements challenges</li> <li>• The Land is purchased, donated or expropriated or leased from private or public sector for the development of Human Settlements.</li> <li>• Land in respect of which development rights have been secured by means of an agreement is prioritised.</li> <li>• The indicator is inclusive of all land acquired in the three regions of the Agency and which is consolidated at the Head Office level.</li> <li>• It is also inclusive of land targets set by the NDHS for the MTSF period and of land that the Agency will acquire for HS projects it will be implementing in its role as public sector developer of choice.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Deeds Office, Conveyancers, Lapsis, Deeds office search, Windeed search, Municipality planning division</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple counting</li> </ul>
<b>Means of verifications</b>	<p><b>Private Land</b></p> <ul style="list-style-type: none"> <li>• Copy of Deed of sale or donation; or</li> <li>• Copy of Title Deed</li> </ul> <p><b>Public or SOC land</b></p> <ul style="list-style-type: none"> <li>• Copy of deed of donation; or</li> <li>• Copy of land availability agreement; or</li> <li>• Copy of Power of Attorney; or</li> <li>• Copy of Notice of expropriation; or</li> <li>• Copy of letter of land release; or</li> <li>• Copy of long-term lease; or</li> <li>• Copy of title deed.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Cooperation and support from stakeholders</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Achievement of the 21/22 APP target for 1500 hectares acquired.</li> </ul>
<b>Indicator responsibility</b>	Manager: Land Management



## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	2.1.3 Percentage of the 1884.6870ha of land acquired during 2014 – 2019 falling within PSHDAs rezoned
Definitions	<ul style="list-style-type: none"> <li>The indicator measures land parcels within the PSHDA facilitated for rezoning</li> <li>PSHDA's and PHDA's refer to the same thing, the terms are used interchangeably</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Rezoning Certificates or letter of approval from the relevant municipality, General Plans</li> </ul>
Method of calculation / Assessment	<ul style="list-style-type: none"> <li>Simple counting</li> <li>Percentage: Total hectares actually rezoned / total hectares to be rezoned x 100</li> </ul>
Means of verifications	<ul style="list-style-type: none"> <li>Letter of approval from the relevant municipality</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Relevant stakeholders co-operate in terms of providing relevant approvals and certificates.</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation where applicable)	<ul style="list-style-type: none"> <li>Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.</li> </ul>
Calculation Type	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
Reporting cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> <li>Achievement of the 21/22 APP target for 30% of 1884.6870 hectares rezoned.</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Manager: Land Identification and Planning</li> </ul>

Indicator title	2.1.4 Number of hectares of land rezoned for Human Settlements development
Definitions	<ul style="list-style-type: none"> <li>The indicator measures land parcels (portion/s of land wherein a human settlement project is undertaken) facilitated (preparation, submission and approval) for rezoning</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Rezoning Certificates or letter of approval from the relevant municipality, General Plans</li> </ul>
Method of calculation / Assessment	<ul style="list-style-type: none"> <li>Simple counting</li> </ul>
Means of verifications	<ul style="list-style-type: none"> <li>Letter of approval from the relevant municipality</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Enhancement of secured land for development through development planning/Rezoning Certificates</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation where applicable)	<ul style="list-style-type: none"> <li>Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households</li> </ul>
Calculation Type	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
Reporting cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> <li>To contribute to the Human Settlements MTSF development targets</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Manager: Land Assembly</li> </ul>

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	2.1.5 Number of hectares of well-located land acquired or released for human settlements development
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• This refers to the acquisition of land on the periphery of PSHDAs and which is required to provide a complete integrated human settlement within a PSHDA.</li> <li>• Ensure that there are adequate land parcels for development to address human settlements challenges</li> <li>• Land purchased, donated or expropriated or leased from private or public sector for the development of Human Settlements</li> <li>• Land in respect of which development rights have been secured through an agreement</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Deeds Office, Conveyancers, Lapsis, Deeds office search, Windeed search, Municipality planning division</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple counting</li> </ul>
<b>Means of verifications</b>	<p><b>Private Land</b></p> <ul style="list-style-type: none"> <li>• Copy of Deed of sale or donation; or</li> <li>• Copy of Title Deed</li> </ul> <p><b>Public or SOC land</b></p> <ul style="list-style-type: none"> <li>• Copy of deed of donation; or</li> <li>• Copy of land availability agreement; or</li> <li>• Copy of Power of Attorney; or</li> <li>• Copy of Notice of expropriation; or</li> <li>• Copy of letter of land release; or</li> <li>• Copy of long-term lease; or</li> <li>• Copy of title deed.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Cooperation and support from stakeholders</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	Achievement of the 21/22 target of 750 hectares of land
<b>Indicator responsibility</b>	Manager: Land Management

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### PROGRAMME 3: PROGRAMME PLANNING AND DESIGN AND REGIONS

##### Sub Programme 3.1 Informal Settlements Upgrading

Indicator title	3.1.1 Number of Informal settlements supported for upgrading to phase 3
<b>Definitions</b>	<p>Implementation support of informal settlements upgraded to phase 3 of the UISP, as per the Housing Code 2009.</p> <ul style="list-style-type: none"> <li>• Conclude Development Agreements with Provinces and Municipalities:               <ul style="list-style-type: none"> <li>o Input into provincial and municipal business planning processes to ensure prioritisation of informal settlements for upgrading to phase 3</li> <li>o Where agreements are reached assume role of delivery agent</li> <li>o Develop settlement interim business plans to secure and monitor funding for UISPG</li> <li>o Project packaging for all informal settlements</li> <li>o Develop / update settlement pipeline for implementation of existing informal settlements categorised with upgrading plans:                   <ul style="list-style-type: none"> <li>- Category A - Incremental in-situ upgrading</li> <li>- Category B1 - Provision of Interim services / land acquisition / town planning</li> <li>- Category B2 - Emergency Basic Services</li> <li>- Category C - Land Acquisition and facilitation of relocation                       <ul style="list-style-type: none"> <li>o Due diligence reports on blocked ISU projects resolving blockages - (preparation of interim business plans to unlock capital upgrading)</li> <li>o Facilitation of Relocation and Emergency interventions (housing)</li> </ul> </li> </ul> </li> </ul> </li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Project Managers, SIR and Regional Heads</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Quantitative and Qualitative</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Development Agreements (where applicable)</li> <li>• Interim Business Plans to unlock Capital funding for incremental upgrading</li> <li>• Project pipelines for implementation</li> <li>• Due diligence reports to resolve blockages for implementation</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Achievement of the target will be based on support provided</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflection contribution of spatial transformation priorities</li> <li>• Reflect on the spatial impact area</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative (Year End)</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Identifies whether actual performance that is higher or lower than the targeted performance is desirable</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Programme Manager ISU</li> </ul>

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.1.2 Number of Informal Settlements upgraded to phase 3 (end to end)
<b>Definitions</b>	<p>Upgrading of informal settlements end to end includes:</p> <p>Project Preparation</p> <ul style="list-style-type: none"> <li>• Entering into an agreement with municipalities or provinces for the survey, registration, community participation, social facilitation and dispute resolution</li> <li>• Assessment and categorisation</li> <li>• Provincial ISU Strategies</li> <li>• Individual Settlement Upgrading Plans (Pre-Feasibilities)</li> <li>• Settlement Relocation Plans (where necessary)</li> <li>• Capacity Building and Training Support</li> </ul> <p>Pre-planning</p> <ul style="list-style-type: none"> <li>• Land identification and land assembly</li> <li>• Township establishment pre-application (including feasibility studies, land investigation and availability of infrastructure)</li> <li>• Environmental Impact Assessment (scoping, EIA report and record of decision)</li> <li>• Township establishment (incl. base mapping, Geotech investigation, Engineering Services Report, Traffic Impact Study and approval of Township by Municipality)</li> <li>• Land surveying and conveyancing (General plan and opening of the Township Register)</li> <li>• Interim engineering services</li> </ul> <p>Detailed Planning and provision of permanent engineering services</p> <ul style="list-style-type: none"> <li>• Land acquisition</li> <li>• Planning and land surveying</li> <li>• Design of permanent engineering services</li> <li>• Installation of permanent engineering services</li> </ul> <p>Where possible take the project to construction of top structures through other HS programmes</p>
<b>Source of data</b>	• Project Managers, SIR and Regional Heads
<b>Method of calculation / Assessment</b>	• Quantitative and Qualitative
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Development Agreements</li> <li>• Settlement level upgrading plans</li> <li>• Project pipeline for implementation</li> </ul>
<b>Assumptions</b>	• Achievement of the target will be based on support provided
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution of spatial transformation priorities</li> <li>• Reflect on the spatial impact area</li> </ul>
<b>Calculation Type</b>	• Cumulative (Year End)
<b>Reporting cycle</b>	• Quarterly
<b>Desired performance</b>	Identifies whether actual performance that is higher or lower than the targeted performance is desirable
<b>Indicator responsibility</b>	Programme Manager ISU

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.1.3 Number of Informal settlements assisted with relocation and emergency interventions
<b>Definitions</b>	<p>Relocations and emergency interventions include:</p> <ul style="list-style-type: none"> <li>• Conclude implementation protocols and funding agreements with Provinces and Municipalities:               <ul style="list-style-type: none"> <li>◦ Input into provincial and municipal business planning processes to ensure prioritisation of informal settlements for relocation</li> <li>◦ Where agreements are reached assume role of delivery agent</li> <li>◦ Develop business plans to secure funding for relocation and emergency interventions and obtain project approval</li> <li>◦ Develop relocation plans and package project</li> <li>◦ Facilitation of relocation and emergency interventions</li> <li>◦ Rehabilitation of site where beneficiaries were relocated from and prevent further invasions</li> </ul> </li> <li>• Relocations and emergency interventions through packaging and inclusion in the upgrading pipeline<sup>1</sup> aligned to the Provincial and Municipal Business plans</li> </ul>
<b>Source of data</b>	• Project Managers, SIR and Regional Heads
<b>Method of calculation / Assessment</b>	• Quantitative and Qualitative
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Development Agreements (where applicable)</li> <li>• Interim Business Plans to unlock Capital funding for incremental upgrading</li> <li>• Project pipelines for implementation</li> <li>• Due diligence reports to resolve blockages for implementation</li> </ul>
<b>Assumptions</b>	• Achievement of the target will be based on support provided
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution of spatial transformation priorities</li> <li>• Reflect on the spatial impact area</li> </ul>
<b>Calculation Type</b>	• Cumulative (Year End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	• Identifies whether actual performance that is higher or lower than the targeted performance is desirable
<b>Indicator responsibility</b>	• Programme Manager ISU

<sup>1</sup> Building a pipeline of the 1500 informal settlements that will be upgraded in 2020-25 MTSF Period and having them approved by MINMEC / Provincial EXCOs / Municipal Councils

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### Sub Programme 3.2 Catalytic Projects and Revitalisation of Distressed Mining Communities

Indicator title	3.2.1 Number of catalytic projects provided with implementation support
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• Implementation support includes:</li> <li>• Programme planning, coordination and implementation support</li> <li>• Facilitate multi-year programme and projects planning</li> <li>• Hands-on technical delivery capacity support to catalytic projects</li> <li>• Mobilisation and harnessing of programme resources (financial and non-financial)</li> <li>• Provide legal and socio-economic due diligences to catalytic projects</li> <li>• Facilitate strategic partnerships and stakeholder mobilisation and participation</li> <li>• Programme institutional arrangements (signing of IPs)</li> <li>• Programme and project contracting (Project Delivery Agreements where HDA is the Implementing Agent)</li> <li>• Complete all planning processes and land and legal issues</li> <li>• Development of socio-economic amenities in catalytic projects</li> <li>• Programme monitoring and development of impact assessments</li> <li>• Programme performance analysis and reporting</li> </ul>
<b>Source of data</b>	• Monthly progress report / quarterly progress reports
<b>Method of calculation / Assessment</b>	• Approval of all planning processes i.e. Engineering master plans/ feasibility studies/ Design concepts/ Township establishment processes
<b>Means of verifications</b>	• Reports on the 50 projects
<b>Assumptions</b>	• Mixed-use and integrated communities
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to the development of integrated and sustainable human settlements</li> <li>• Mixed-use developments with social and economic amenities</li> </ul>
<b>Calculation Type</b>	• Cumulative
<b>Reporting cycle</b>	• Quarterly
<b>Desired performance</b>	Projects absorbing more beneficiaries and reducing the backlog
<b>Indicator responsibility</b>	Programme Manager: Catalytic Projects Programme



## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.2.2 Number of Catalytic projects assisted to raise capital for the infrastructure required for the projects
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• Implementation support includes:               <ul style="list-style-type: none"> <li>• Provide legal and socio-economic due diligences to catalytic projects</li> <li>• Compliance matrix and roadmap to resolve legal issues pertaining to land claims and property rights</li> <li>• Bankability Reports</li> <li>• Business cases and business plans including financials for the projects and sub projects</li> <li>• Financial close and financiers' roadshow to engage potential financiers</li> <li>• Facilitate multi-year programme and projects planning</li> <li>• Mobilisation and harnessing of programme resources (financial and non-financial)</li> <li>• Facilitate strategic partnerships and stakeholder mobilisation and participation</li> <li>• Programme institutional arrangements (signing of agreements)</li> <li>• Capital raising for infrastructure required for the catalytic projects</li> </ul> </li> <li>• Programme performance monitoring and reporting</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Monthly progress report / quarterly progress reports</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Approval of all planning processes i.e. Engineering master plans/ feasibility studies/ Design concepts/ Township establishment processes</li> <li>• Infrastructure available</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Reports on the 50 projects</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Mixed-use and integrated communities</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to the development of integrated and sustainable human settlements</li> <li>• Mixed-use developments with social and economic amenities</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Projects absorbing more beneficiaries and reducing the backlog</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Programme Manager: Catalytic Projects Programme</li> </ul>

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.2.3 Number of municipalities provided with technical and implementation support for distressed mining communities
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• Programme planning and project conceptualization               <ul style="list-style-type: none"> <li>– Profile, status quo, and issues for a specific municipality</li> <li>– Interventions and development of credible plan and projects pipelines</li> <li>– Projects pipelines approval by respective councils</li> <li>– Alignment of projects and pipelines into the HSDG business plans</li> </ul> </li> <li>• Programme and project feasibility</li> <li>• Development and Project Designs &amp; Planning</li> <li>• Programme and projects implementation plans</li> <li>• Project institutional arrangements</li> <li>• Project Management and project execution</li> <li>• Contracting, risk management and mitigation</li> <li>• Project costing and tracking</li> <li>• Stakeholder mobilization and management</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Project Managers and Regional Managers</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Number of municipalities provided with technical and implementation support for distressed mining communities How the performance is assessed (qualitative)</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Spatial Transformation Plans for distressed mining communities</li> <li>• Programme plans</li> <li>• Projects pipeline developed</li> <li>• Technical support in mining towns (Geotech, Planning, etc)</li> <li>• Projects funding, implementation plans and technical implementation support for mining towns</li> <li>• Inclusion of diagnostic plans, pipelines and development projects into the Municipal Council IDPs, BEPPs and budgeting plans (SDBIPs)</li> <li>• Development agreements and development partnerships for projects implementation</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Factors of evidence required to verify the validity of data</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• The distressed mining communities programme is focused on re-integrating mining communities with broader local communities through planning and intervention in infrastructure investment</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative (Year End)</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Reporting against prescribed guidelines</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Programme Manager Mining Towns</li> </ul>

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### Sub Programme 3.3 Regional Coordination and Human Settlements Implementation Support Services

Indicator title	3.3.1 HDA Strategic Projects: Number of units completed
<b>Definitions</b>	This refers to the total number of housing units/top structures that will be completed in two (2) of the Agency's five (5) strategic projects. The two projects are Savannah City (240 units) and Sicelo Shiceka (540 units), both in the Gauteng Province. These projects are particularly significant in that they pilot the developer role of the Agency implementing the full value chain of activities involved in the construction/development of human settlements.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• A simple calculation of units completed (quantitative)</li> <li>• Engineer completion certificate/Quality Assurance Report</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple count of units</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Engineer completion Certificate/Quality Assurance Report</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The Engineer completion certificate is valid and the Quality Assurance has capacity to inspect and issue Quality Assurance Report.</li> <li>• The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of sustainable and integrated human settlements.</li> <li>• Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Achievement of the 21/22 APP target of 780 units from 2 projects.</li> </ul>
<b>Indicator responsibility</b>	Head: Region A

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.2 Region A: Number of IBT housing units delivered i.r.o. projects implemented by the HDA
<b>Definitions</b>	This refers to the total number of ABT housing units/top structures that will be completed in 10 townships: 1 in the W. Cape (Masiphummelelo = 1100 units) and 9 in the E.Cape (1687 units). To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this indicator distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects implemented by the Agency.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• A simple calculation of units completed (quantitative)</li> <li>• Practical Completion Certificate is issued when the work under the contract has reached the stage of completion described in the general conditions of the contract.</li> <li>• Completion certificate issued by municipality confirming completion of a unit</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple count of units</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Completion certificate issued by Contractors/Principal Agent/ Quality Assurance reports/ NHBRC Building control certificate/Happy Letters</li> <li>• Signed Practical completion certificates by registered Engineer.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The completion certificate is valid and the municipality or NHBRC has the capacity to inspect the unit and issue a certificate.</li> <li>• The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of sustainable and integrated human settlements.</li> <li>• Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	• Achievement of the 21/22 APP target of 2787 units from 10 projects.
<b>Indicator responsibility</b>	Region A: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.3 Region B: Number of Housing Units Delivered i.o. projects implemented by HDA
<b>Definitions</b>	This refers to the total number of housing units/top structures that will be completed in Limpopo (Capricorn, Sekhukhune and military veterans) and Gauteng (Palm Ridge, Nellmapius, Munsieville and Alex X52) Provinces. To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this indicator distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects implemented by the Agency.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• A simple calculation of units completed (quantitative)</li> <li>• Engineer Completion Certificate/Quality Assurance Report</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple count of units</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Engineer completion Certificate/Quality Assurance Report</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The Engineer completion certificate is valid and the Quality Assurance has capacity to inspect and issue Quality Assurance Report.</li> <li>• The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of sustainable and integrated human settlements.</li> <li>• Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Achievement of the 21/22 APP target of 1463 units.. (GP- 845 units)</li> </ul>
<b>Indicator responsibility</b>	Region B: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.4 REGION A: Number of serviced sites delivered i.r.o. projects implemented by HDA
<b>Definitions</b>	This refers to the delivery of serviced sites that are connected to connected to basic services i.e. roads, sanitation, water and electricity. The serviced sites will be delivered in W.Cape (Masiphummelelo – 1100), E.Cape (Duncan Village – 820) and N.Cape (Sesheng 1265 – 593). To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this indicator distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects implemented by the Agency.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Signed Engineering certificate issued when the works under the contract have reached the stage of completion described in the general conditions of the contract.</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Simple counting of sites that are feasible and that have available services or infrastructure – quantitative</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>Engineering certificate signed by a registered consulting engineer.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>After assessment suitable sites will then be installed with services</li> <li>There are financial resources to provide services to each site</li> <li>The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>Provision of sustainable and integrated human settlements.</li> <li>Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 21/22 APP target of 2513 serviced sites delivered</li> </ul>
<b>Indicator responsibility</b>	Region A: Regional Manager



## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.5 Region B: Number of serviced sites delivered i.r.o. projects implemented by HDA
<b>Definitions</b>	This refers to the delivery of serviced sites that are connected to basic services i.e. roads, sanitation, water and electricity. The serviced sites will be delivered in Gauteng (Alex X52 and Zandspruit) and North West. To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this indicator distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects implemented by the Agency.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Signed Engineering certificate issued when the works under the contract have reached the stage of completion described in the general conditions of the contract.</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple counting of sites that are feasible and that have available services or infrastructure – quantitative</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Engineering certificate signed by a registered consulting engineer.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• After assessment suitable sites will then be installed with services</li> <li>• There are financial resources to provide services to each site</li> <li>• The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of sustainable and integrated human settlements.</li> <li>• Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Achievement of the 21/22 APP target of 1389 serviced sites delivered.</li> </ul>
<b>Indicator responsibility</b>	Region B: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.6 Region C: Number of serviced sites delivered i.r.o. projects implemented by HDA
<b>Definitions</b>	This refers to the delivery of serviced sites that are connected to connected to basic services i.e. roads, sanitation, water and electricity. The serviced sites will be delivered in the Free State (Meloding and Baken Park). To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this indicator distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects implemented by the Agency.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Signed Engineering certificate issued when the works under the contract have reached the stage of completion described in the general conditions of the contract.</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Simple counting of sites that are feasible and that have available services or infrastructure – quantitative</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>Engineering certificate signed by a registered consulting engineer.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>After assessment suitable sites will then be installed with services</li> <li>There are financial resources to provide services to each site</li> <li>The contracted service provider achieves all construction milestones within stipulated timeframes</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>Provision of sustainable and integrated human settlements.</li> <li>Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of the 21/22 APP target of 500 serviced sites delivered</li> </ul>
<b>Indicator responsibility</b>	Region C: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.7 Region B: Number of temporary residential units delivered
<b>Definitions</b>	This indicator refers to the delivery of temporary residential units in the form of emergency housing for communities drastically affected by unforeseen emergency/disaster situations such as the Covid 19 pandemic, fires, sinkhole emergencies. These TRU's will be delivered in Gauteng Province.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Simple calculation of units completed (quantitative)</li> <li>• Engineer completion certificate</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Simple count of units</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Engineer completion Certificate</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The Engineer completion certificate is valid</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of sustainable and integrated human settlements.</li> <li>• Reverse apartheid spatial patterns advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Achievement of the 21/22 APP target of 1967 TRU's delivered</li> </ul>
<b>Indicator responsibility</b>	Region B: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.8 Region A: Number of HS Projects managed by the HDA
<b>Definitions</b>	This refers to human settlement projects for which provincial departments of human settlements and municipalities appoints the HDA as project manager. The appointment of Agency is in the form of IPs and MTOPs. To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this APP distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects that the Agency manages and does not count the units or serviced sites since these are done by the provincial or municipal partner.
<b>Source of data</b>	• Signed IP's and MTOP's, Regional Annual Operational Plans
<b>Method of calculation / Assessment</b>	• Simple count of signed IP's and MTOP's.
<b>Means of verifications</b>	• Funding Agreements
<b>Assumptions</b>	• Agreements valid. • Agreements signed and witnessed.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	• Provision of sustainable and integrated human settlements. • Reverse apartheid spatial patterns advance the development of Priority Housing Development areas
<b>Calculation Type</b>	• Non-cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	• Achievement of the 21/22 APP target of 40 projects managed
<b>Indicator responsibility</b>	Region A: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.9 Region A: Percentage completion of milestones of all projects managed by the HDA
<b>Definitions</b>	This refers to the role project management role the Agency performs to ensure that projects and milestones as defined in the signed IPs and MTOPs are delivered to scope, on time and within budget. This indicator speaks to the achievement of milestones for the full set/target of projects that the Agency manages in each region.
<b>Source of data</b>	• Signed IP's and MTOP's, Regional Annual Operational Plans
<b>Method of calculation / Assessment</b>	• Simple count of signed IP's and MTOP's.
<b>Means of verifications</b>	• Funding Agreements.
<b>Assumptions</b>	• Agreements valid. • Agreements signed and witnessed.
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	• Provision of sustainable and integrated human settlements. • Reverse apartheid spatial patterns advance the development of Priority Housing Development areas
<b>Calculation Type</b>	• Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	• Achievement of the 21/22 APP target of 100% milestones completed.
<b>Indicator responsibility</b>	Region A: Regional Manager

Indicator title	3.3.10 Region C: Number of HS Projects managed by the HDA
<b>Definitions</b>	This refers to human settlement projects for which provincial departments of human settlements and municipalities appoints the HDA as project manager. The appointment of Agency is in the form of IPs and MTOPs. To avoid the risk of double counting housing units and serviced sites between the Agency and its provincial and municipal partners, this APP distinguishes between the projects managed by the Agency, and the projects implemented by the Agency. This indicator speaks to the projects that the Agency manages and does not count the units or serviced sites since these are done by the provincial or municipal partner.
<b>Source of data</b>	• Signed IP's and MTOP's, Regional Annual Operational Plans
<b>Method of calculation / Assessment</b>	• Simple count
<b>Means of verifications</b>	Funding Agreements
<b>Assumptions</b>	• The contracted service providers achieve all construction milestones within stipulated timeframes
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	• Provision of sustainable and integrated human settlements. • Reverse apartheid spatial patterns • Advance the development of Priority Housing Development areas
<b>Calculation Type</b>	• Non-cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	• Achievement of the 21/22 APP target of 2 projects managed
<b>Indicator responsibility</b>	Region C: Regional Manager

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.11 Percentage completion of bucket eradication projects implemented by the HDA
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• Number of individual erven connected to water mains and sewer network</li> <li>• Bulk and internal infrastructure services constructed</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• services constructed</li> <li>• Source of data • Valid engineering certificate</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Quarterly reporting and certification confirming status of progress</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Engineering certificate signed by a registered consulting engineer</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The municipalities take over the completed infrastructure and sustained maintenance plan.</li> <li>• There are financial resources to complete works</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Provision of requisite and dignified sanitary services.</li> <li>• Address inadequate and inhumane living conditions</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative</li> </ul>
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Provision of bulk and associated infrastructure to allow for connection to water network and</li> <li>• discharge of sewage or effluent linked to individual Erven.</li> </ul>
<b>Indicator responsibility</b>	Project Managers /Provincial Managers



## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.12 Number of HDA strategic Projects packaged for development
<b>Definitions</b>	This indicator represents the transition the Agency is undergoing to serve as a fully-fledged public sector property developer of choice. In this regard, the Agency is implementing five strategic initiatives, three (3) of which are on HDA-owned land. These three (3) initiatives are particularly significant in that they pilot the developer role of the Agency implementing the full value chain of activities involved in the construction/development of human settlements.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>HDA Board and Exco approvals, PPP partnerships and Funding Agreements, Project packaging documentation.</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>Urban design frameworks, planning and related approvals, applicable studies reports</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Board and Exco approval obtained.</li> <li>All planning approvals, studies, designs etc approved and obtained.</li> <li>Contracted service providers deliver against SLAs/contractual agreements and milestones.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>Provision of sustainable and integrated human settlements.</li> <li>Reverse apartheid spatial patterns</li> <li>Advance the development of Priority Housing Development areas</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>Cumulative</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>Achievement of 21/22 APP target of 3 projects packaged</li> </ul>
<b>Indicator responsibility</b>	Manager: Strategic Initiatives

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Indicator title	3.3.13 Number of Title Deeds Registered
<b>Definitions</b>	Title deeds registered in the name of beneficiaries towards the provision of adequate housing for lower- and middle-income households and security of tenure in liveable neighborhoods
<b>Source of data</b>	Deeds registered and date registered
<b>Method of calculation / Assessment</b>	Title Deeds received and Title deed number
<b>Means of verifications</b>	Confirmation by conveyancer after successfully deeds registered and date registered
<b>Assumptions</b>	The Deeds Office timeously processes documents lodged by conveyancers
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable
<b>Spatial Transformation where applicable)</b>	Provision of secure tenure to beneficiaries
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Title Deed issued, granted secured tenure to beneficiaries
<b>Indicator responsibility</b>	Regional Managers

## PART D TECHNICAL INDICATORS DESCRIPTIONS

### INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### PROGRAMME 4: Planning, Monitoring, Evaluation

Indicator title	4.1.1 Percentage of spatial transformation planning, analysis and implementation support provided on projects / programs within 10 working days
<b>Definitions</b>	<ul style="list-style-type: none"> <li>• Support provided on monitoring of the implementation of spatial transformation within projects each financial year. This will be measured in percentage of projects that the HDA is managing or developing each financial year.</li> <li>• The kind of support that will be provided will include, monitoring system to monitor the implementation progress of spatial transformation within projects. Research on best practice on how to implement spatial transformation on Human Settlements Projects, and evaluations on how far each project is in achieving spatial transformation.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Site Visits</li> <li>• GIS analysis</li> <li>• Statistical data to be used as baseline for PSHDA from GIS sources, Municipalities/ Provinces</li> <li>• Stakeholder engagements</li> <li>• HDA Project managers and town planners</li> </ul>
<b>Method of calculation / Assessment</b>	<ul style="list-style-type: none"> <li>• Count of projects analysed on spatial transformation submitted</li> <li>• Signed off by Head: BI / SIA</li> </ul>
<b>Means of verifications</b>	<ul style="list-style-type: none"> <li>• Ground truth</li> <li>• Desktop analysis</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Information extracted from reliable sources / and or information and data submitted</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation where applicable)</b>	<ul style="list-style-type: none"> <li>• Analysis based on a set of questions analysing spatial transformation as per project or PSHDA.</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>• Cumulative (Year-to-date)</li> </ul>
<b>Reporting cycle</b>	Quarterly / Monthly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Understanding and Implementation of spatial transformation within projects that are developed or managed by the HDA</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Head: BI / SIA</li> <li>• Manager: M&amp;E</li> </ul>

## 2019/24 MEDIUM TERM STRATEGIC FRAMEWORK CONTRIBUTIONS

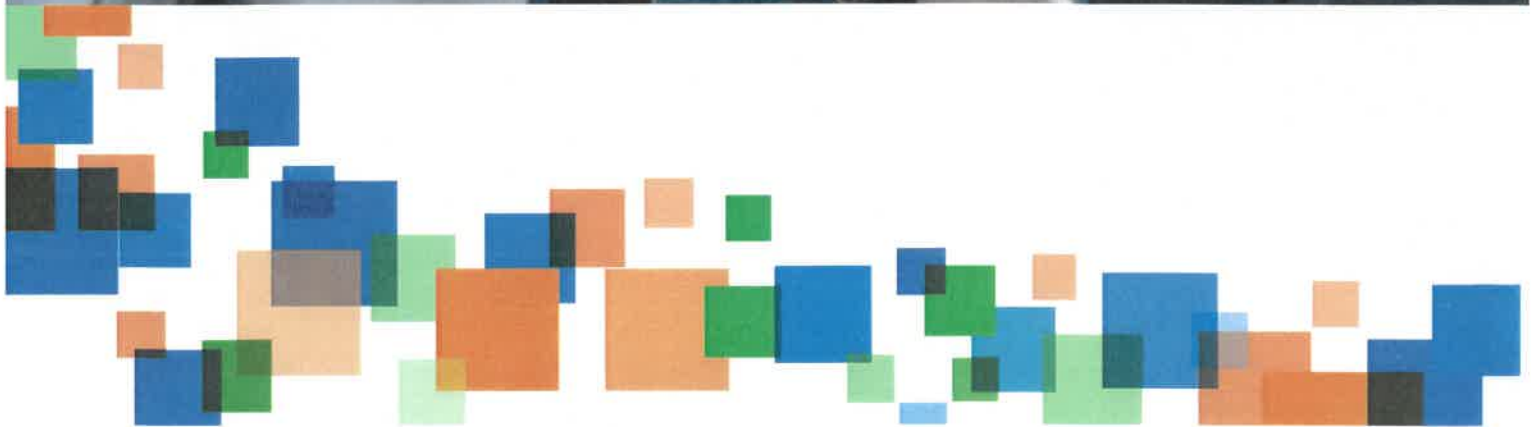
MTSF Indicator	MTSF contribution by entity	Comments
<b>94 Priority development areas identified and declared for integrated multisectoral investment</b>	In collaboration with DHS, conduct an initial demographic, spatial and economic analysis to inform the selection of the PDAs	Activity Completed
	In collaboration with DHS, develop a proposal on the identified PDAs	
	In collaboration with DHS, utilise geographic information system to assist with identification and planning of the PDAs	
	In collaboration with DHS, develop a catalogue and evaluation report at proposed and approved PDAs	
<b>94 area-based integrated multisectoral development plans for priority development areas completed by 2024</b>	In collaboration with DHS, develop a national framework for a multi-year area based development plan for the PDAs	To be reported quarterly
	In collaboration with DHS, support local government and provinces in the development of a multi-year priority development plan	To be reported quarterly
	In collaboration with DHS, provide support to ensure the completion of priority development plans for the 94 PDAs.	To be reported quarterly
<b>100% of new projects validated for implementation readiness and implementation status of existing projects assessed prior to funding approvals</b>	When assigned by the DHS, province or municipality assess the readiness of projects When assigned by the DHS, province or municipality or another government entity, undertake all the processes to ensure readiness of projects for development, this include preparing and submitting applications for rezoning to the relevant municipality, stakeholder engagement, undertake environmental impact studies, etc.	To be reported quarterly
	When assigned ensure that all the legislated processes for land development have been undertaken and the necessary documentation for land rezoning applications are submitted for approval to the relevant municipality timeously	To be reported quarterly
<b>1500 informal settlements formalised / upgraded to phase 3 of the Informal Settlements Upgrading programme</b>	When assigned by province or municipality, undertake project management to upgrade informal settlements	To be reported quarterly
	When assigned by DHS, undertake project management for informal settlements upgrading	To be reported quarterly
<b>All land acquired during 2014 - 2019 MTSF that is within the priority development areas rezoned</b>	Develop a database with spatial referencing of all land acquired during 2014-2019 MTSF period	Activity Completed
	Undertake all legislative requirements in preparation for the rezoning of 2014 - 2019 acquired land within the priority development areas and submit to the respective municipalities for approval	To be reported quarterly
<b>Long term land development pipeline for human settlements completed</b>	Provide support in the development of a pipeline of available state land that has been assessed for suitability and prepared for human settlements development	To be reported quarterly

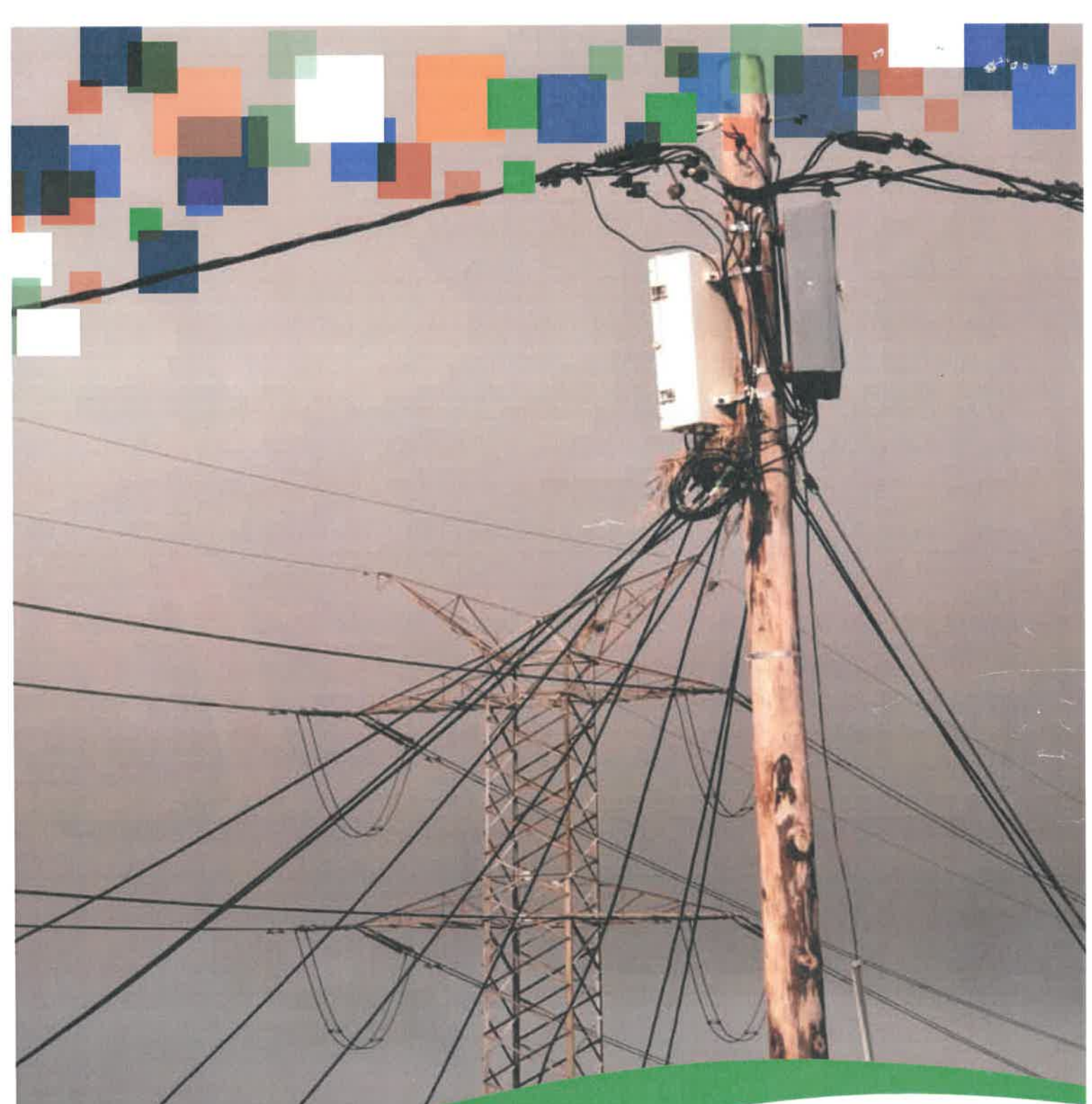
MTSF Indicator	MTSF contribution by entity	Comments
	In collaboration with DHS, review national land acquisition and assembly framework	To be reported quarterly
	In collaboration with DHS, record and map in GIS all suitable land acquired	To be reported quarterly
	Utilise GIS and or remote sensing to record all land and buildings acquired and status of development	To be reported quarterly
	Support provinces to acquire land within the PDAs for human settlements development	To be reported quarterly
12 000 Community Residential Units (CRU) completed	When requested, provide project management for the development of CRU	To be reported quarterly
450 000 housing units and 300 000 serviced sites delivered through subsidy mechanism to households earning R0 to R3500 per month	When requested, provide project management services	To be reported quarterly
Eradicate backlog on title deeds registration and register title deeds as part of the 2019-2024 developments	When appointed as developer, ensure registration of title deeds and / or PTOs	To be reported quarterly
Transformation of the residential property market	In collaboration with DHS develop an implementation strategy with targets for the transformation of the residential property sector	To be reported quarterly
Address the housing needs of the gap market	In collaboration with DHS develop a programme to address the housing needs of the gap market	To be reported quarterly











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