



DEPARTMENT OF

HUMAN SETTLEMENTS

REVISED

STRATEGIC PLAN 2015 - 2020



human settlements  
Department:  
Human Settlements  
REPUBLIC OF SOUTH AFRICA





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*L N Sisulu, MP  
Minister for Human Settlements*

The Constitution provides for right of access to adequate housing and places an obligation on the state to progressively realize access to adequate house by using legislation and other measures within its available resources. The National Development Plan (NDP) has therefore put forward a plan to eradicate informal settlements, build integrated urban settlements and fast track housing provision by providing diversity in housing products and finance options. As the South African Government we are committed at providing access adequate housing to all and through the implementation of programmes and projects that support the creation of adequate housing in quality living environments, supporting the development of a functionally and equitable residential property market and improving institutional capacity and coordination for better spatial targeting.

We are taking reasonable measures for the establishment of viable, socially and economically integrated communities which are situated in areas allowing convenient access to economic opportunities, and within which South Africa's people will have access on a progressive basis to: a permanent residential structure with secure tenure, ensuring privacy and providing adequate protection against the

elements; portable water and adequate sanitary facilities including waste disposal and domestic electricity supply.

This is done through the implementation of the actions identified in our 2014-2019 Medium Term Strategic Framework. Our priorities are still focused at ensuring that there is transfer of all title deeds for subsidy units, developing in areas closer to economic opportunities through mega projects that contribute to spatial restructuring, scaling up the informal settlement-upgrading programme and implementing a more coherent multi-segmented social rental-housing programme that includes backyard rentals. Our programmes are also focused at dealing with the affordable market with a particular emphasis on a constructive engagement with the private sector to improve delivery.

We remain committed at leveraging investments for sustainable human settlements, through the restructuring to support social inclusion and expanding government subsidies to lower-middle income groups and providing mechanisms to increase private sector participation in the supply of social housing.

L N SISULU, MP  
MINISTER FOR HUMAN SETTLEMENTS  
DATE: 13 MARCH 2018





## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan (Revised) was developed by the management of the National Department of Human Settlements under the guidance of Minister Nomaindiya Mfeketo. Takes into account all the relevant policies, legislation and other mandates for which the National Department of Human Settlements is responsible. Accurately reflects the strategic outcome oriented goals and objectives which the National Department of Human will endeavour to achieve over the period 2015 to 2020.

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# TABLE OF CONTENTS

ACRONYMS & ABBREVIATIONS	7
<b>PART A: STRATEGIC OVERVIEW</b>	<b>8</b>
1. VISION	8
2. MISSION	8
3. VALUES	8
4. LEGISLATIVE AND OTHER MANDATES	8
4.1 Constitutional Mandate	8
4.2 Legislative Mandates	9
4.3 Policy mandates	11
4.4 Relevant court rulings	12
4.5 Planned policy initiatives	14
5. SITUATIONAL ANALYSIS	15
5.1 Performance environment	16
5.2 Organisational environment	18
5.3 Description of the strategic planning process	18
6. STRATEGIC OUTCOME ORIENTED GOALS	19
<b>PART B: STRATEGIC OBJECTIVES</b>	<b>20</b>
7. PROGRAMMES	20
7.1 Strategic Objectives	20
7.1.1 Programme 1: Administration	20
7.1.2 Programme 2: Human Settlements Policy, Strategy and Planning	21
7.1.3 Programme 3: Programme Monitoring and Delivery Support	22
7.1.4 Programme 4: Housing Development Finance	22





7.2	Resource considerations	23
7.3	Risk management	27
<b>PART C: LINKS TO OTHER PLANS</b>		<b>28</b>
8.	<b>LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS</b>	<b>28</b>
8.1	Medium Term Strategic Framework	28
8.2	Provincial Plans	28
8.3	Municipal Plans	28
9.	<b>CONDITIONAL GRANTS</b>	<b>30</b>
9.1	Human Settlements Development Grant	30
9.2	Urban Settlements Development Grant	30
9.3	Title Deeds Restoration Grant	30
9.4	Emergency Housing Grants	30
10.	<b>PUBLIC ENTITIES</b>	<b>30</b>
11.	<b>PUBLIC PRIVATE PARTNERSHIPS</b>	<b>32</b>
<b>ANNEXURE D: OBJECTIVE TECHNICAL INDICATOR DESCRIPTION</b>		<b>34</b>
PROGRAMME 1:	ADMINISTRATION	34
PROGRAMME 2:	HS POLICY, STRATEGY AND PLANNING	36
PROGRAMME 3:	PROGRAMME MONITORING AND DELIVERY SUPPORT	38
PROGRAMME 4:	HOUSING FINANCE	40



## ACRONYMS & ABBREVIATIONS

BEPP:	Built Environment Performance Plan
BNG:	Breaking New Grounds
CSOS:	Community Schemes Ombud Service
EAAB:	Estate Agency Affairs Board
ECT:	Electronic Communications and Transactions
GCIS:	Government Communication Information Systems
HAD:	Housing Development Agency
HSDG:	Human Settlement Development Grant
ICT:	Information and Communication Technology
IGR:	Inter Governmental Relations
IMF:	International Monetary Fund
MTSF:	Medium Term Strategic Framework
NDP:	National Development Plan
NDoH:	National Department of Human Settlements
NHFC:	National Housing Finance Corporation
NHBRC:	National Home Builders Registration Council (NHBRC)
NURCHA:	National Urban Reconstruction and Housing Agency
PFMA:	Public Finance Management Act
PIE:	Prevention of Illegal Eviction
RHLF:	Rural Housing Loan Fund (RHLF)
RZ:	Restructuring Zones
SHF:	Social Housing Finance
SHIs:	Social Housing Institutions
SHRA:	Social Housing Regulatory Authority
SIPs:	Strategic Integrated Projects
SPLUMA:	Spatial Planning and Land Use Management Act
Stats SA:	Statistics South Africa
PICC:	Presidential Infrastructure Coordinating Commission
USDG:	Urban Settlements Development Grant



## 1. VISION

A nation housed in sustainable human settlements.

## 2. MISSION

To facilitate the creation of sustainable human settlements and improved quality of household life.

## 3. VALUES

- Accountability
- Fairness and Equity
- Choice, Quality and Affordability
- Sustainability
- Innovation
- Batho Pele Principles

## 4. LEGISLATIVE AND OTHER MANDATES

The mandate and core business of the Department of Human Settlements is underpinned by the Constitution and all other relevant legislation and policies applicable to government, the Breaking New Ground Policy (BNG). In addressing the mandate for the provision of access to adequate housing, the following policies, legislation and regulations were enacted to give effect to the Constitutional housing rights of all South Africans in Section 26, which states that “Everyone has the right to have access to adequate housing”. The Constitution requires the state to take reasonable legislative and other measures, within its available resources, to achieve this right. Furthermore No one may be evicted from their home, or have their home demolished, without an order of court made after considering all relevant circumstances. No legislation may permit arbitrary evictions.

### 4.1 Constitutional Mandate

The Department’s mandate is derived from Chapter 2, the Bill of Rights, Chapters 3 and 6 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). Section 26 in the Bill of Rights, guarantees the right to have access to adequate housing. The State is mandated to take steps to achieve the progressive realization of this right. Schedule 4A makes the housing function a concurrent national and provincial legislative competence.

The Department affirms its commitment “to the full and progressive realization of the right to adequate housing”, and recognizes in this context “an obligation to enable citizens to obtain quality housing and to protect and improve dwellings and neighbourhoods.





## 4.2 Legislative Mandates

The mandate of the Department is clearly articulated in a number of legislation and also impacted by these legislation.

The table below provides a list of key ones and is not exhaustive.

Legislation	Objectives
Estate Agency Affairs Board Act [Act No 112 of 1976]	The Act provides for the establishment of an Estate Agency Affairs Board and an Estate Agents Fidelity Fund including the control of certain activities of estate agents in the public interest.
The Housing Act [Act No. 107 of 1997] as amended	The Act provides for the facilitation of a sustainable housing development process and further lays down general principles applicable to housing development in all spheres of government including defining the functions of national, provincial and local governments in respect of housing development.
The Social Housing Act [Act No. 16 of 2008]	The Act provides for the establishment of the Social Housing Regulatory Authority (SHRA) as regulator of all social housing institutions and further defines the functions of national, provincial and local governments in respect of social housing.
Prevention of Illegal Eviction and Unlawful Occupation of Land Act [Act No 19, 1998] as amended	The Act provides for the prohibition of unlawful eviction and further provides procedures for the eviction of unlawful occupiers including the repeal of the Prevention of Illegal Squatting Act of 1951.
The Housing Consumers Protection Measures Act of 1998	The Act makes provision for the protection of housing consumers and also provides for the establishment and functions of the National Home Builders Registration Council.
The Rental Housing Act [Act No. 50 of 1999]	The Act provides clear roles and responsibilities of government in respect of rental housing property and also makes a provision for promoting access to adequate housing through creating mechanisms for ensuring the proper functioning of the rental housing market. It further makes a provision for the establishment of Rental Housing Tribunals and lays down general principles governing conflict resolution in the rental housing sector including facilitating sound relations between tenants and landlords and laying down general requirements relating to leases including repeal of the Rent Control Act, 1976.
Public Finance Management Act, [Act No 1 of 1999] as amended	The overall objective of the Act is to secure transparency, accountability, and sound management of the revenue, expenditure, assets and liabilities of the institutions to which it applies. The Act regulates financial management in the national government and provincial spheres of governments. It also assist in ensuring that all revenue, expenditure, assets as well as liabilities of those two spheres of governments are managed efficiently and effectively. The Act further provides for the responsibilities of persons entrusted with financial management in those two spheres of governments.
Home Loan and Mortgage Disclosure Act [Act No. 63 of 2000]	The Act promotes the practice of fair lending by requiring disclosure by financial institutions of information regarding the provision of home loans. It also serves to establish an office of Disclosure. The Act requires lenders to compile and disclose annual data on the demographic makeup and geographic distribution of housing-related loans.
Intergovernmental Relations Framework Act [Act No. 13 of 2005]	The Act serves to establish a framework for the three spheres of government to promote and facilitate intergovernmental relations among them. The Act also provides for mechanisms and procedures in order to facilitate the settlement of intergovernmental disputes among spheres of government. The overall object of this Act is to provide within the principle of co-operative government number 10 as set out in the Constitution a framework for the national government, provincial governments and local governments, and all organs of state, to facilitate co-ordination in the implementation of policy and legislation.

Legislation	Objectives
Housing Development Agency Act [Act No. 23 of 2008]	The Act serves to establish the Housing Development Agency and to provide for its functions and powers. It also outlines the roles of the Agency which is to facilitate the acquisition of land and landed property, in a way that complements the capacities of Government across all spheres, and to fast-track land acquisition and housing development services for the purpose of creating sustainable human settlements
Spatial Planning and Land Use Management Act, 2013	The Act provides a framework for spatial planning and land use management in South Africa. It specifies the relationship between the spatial planning and the land use management system and other kinds of planning. It also ensures that the system of spatial planning and land use management promoted social and economic inclusion.
Community Scheme Ombud Service Act [Act No. 9 of 2011]	The Act serves to provide for the establishment of the Community Schemes Ombud Service and to provide for its mandate and functions. The Act also provides for a dispute resolution mechanism in community schemes.
Broad based Black Economic Empowerment Act [Act No. 53 of 2003]	The Act establishes a legislative framework for the promotion of black economic empowerment and empowers the relevant Minister to issue codes of good practice and to publish transformation charters for key sectors. The Act further establishes the Black Economic Empowerment Advisory Council
Expropriation Act [Act No.63 of 1975]	The Act serves to provide for the expropriation of land and other property for public and certain other purposes.
Development Facilitation Act [ActNo. 67 of 1995]	Facilitates and speeds up the implementation of the Reconstruction and Development Programme and Projects.
Less Formal Township Establishment Act [Act No. 113 of 1991] as amended	Provides for shortened procedures for the designation, provision and development of land and for the establishment of township for less formal forms of residential settlement.
National Environment Management Act (No. 107 of 1998 as amended)	To protect ecologically viable areas representative of South Africa's biological diversity and its natural landscapes and seascapes in a system of protected areas. The Act places a responsibility to the Department to adhere to the sustainable development and conservation principles.
Sectional Titles Management Act [Act No. 8 of 2011]	The Act provides for the establishment of bodies corporate to manage and regulate sections and common property in sectional titles schemes and for that purpose to apply rules applicable to such schemes. It further requires the bodies corporate to establish a sectional titles schemes management advisory council.
Inclusionary Housing Bill	The Bill aims to promote greater social inclusion/integration and to break with highly segregated processes of built environment creation in South Africa. Boosting the supply of affordable housing is a secondary objective. The bill aims to mobilize private sector delivery capacity for the provision of affordable housing, leverage new housing opportunities off existing stock, promote densification, and make better use of existing infrastructure.
Division of Revenue Act as amended	To Act provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for various financial years. It also makes a determination of each province's equitable share and allocations to provinces, local government and municipalities from national government's equitable share and the responsibilities of all three spheres pursuant to such division and allocations.



### 4.3 Policy mandates

The table below provides a number of key policies that still remain strategic and act as guiding documents for the development of all sustainable human settlement policies and implementation mechanisms.



Policy	Objectives
New Housing Policy and Strategy for South Africa White Paper, 1994	The White Paper provides key government's overall approach to ensuring housing delivery.
The Comprehensive Plan for Sustainable Human Settlements, 2004 (BNG)	The BNG reviewed the government's achievement in housing provision from 1994 to 2004 and provided a new strategy for the Development of Sustainable Human Settlements. It also served as government's medium term (ten year) housing policy framework that introduced new approaches in the provision of sustainable human settlements.
Financial Services Charter, 2003	The Charter is a transformation policy based on terms and conditions of the Broad Based Economic Empowerment Act of 2003 (BBEE). It is aimed at promoting social and economic integration and access to the financial services sector and further commits participants to promote a transformed financial sector that reflects the demographics of South Africa and contribute to an equitable society by providing black people with access to financial services and directing investments into targeted sectors of the economy.
Social Housing Policy for South Africa, 2003	The Social housing policy lays down principles for development of social housing, provides mechanisms for creating an enabling environment in the housing sector to ensure development, growth, and delivery at scale. It also provides clear institutional and regulatory mechanisms under which the sector should operate; further sets clear funding mechanism for the social housing sector, promote mechanism for capacity building which encourages growth of the sector.
The Integrated Urban Development Framework, 2016	The Integrated Urban Development Framework (IUDF) is government's policy position to guide the future growth and management of urban areas. The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns.
National Development Plan	The NDP sets out a human settlements vision that, 'by 2050 visible results from effectively coordinated spatial planning systems shall have transformed human settlements in South Africa into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and essential infrastructure'. It also envisages that by 2030, measurable progress towards breaking apartheid spatial patterns would be achieved.
National Housing Code, 2009	The Code contains key policy interventions that assist government in the implementation of sustainable human settlements and contains policy prescripts that should be applied by Provinces and Municipalities in the implementation of policy programmes.

## 4.4 Relevant court rulings

The following presents major court cases which have occurred over the last fifteen years. These cases represent a range of diverse contexts and issues.

Case	Case Description	Court Judgement
Case No. 36133/2010	<p>The matter concerns an urgent application brought by the unlawful occupiers of Lenasia Extension 13 after the Department demolished few of the incomplete structures thereon. The Department then brought a counter-application for eviction and demolition of structures illegally constructed on government land in Lenasia Extension 13, Lenasia South, Lawley and Ennerdale.</p> <p>The South African Human Rights Commission brought an urgent application on 09 November 2012, in terms of which they are requesting the court to postpone the demolitions by the Department for a period of 30 days while they are investigating any violations of human rights in the manner in which the court order is being enforced by the Department. The matter is set down for 15 November 2012 in Gauteng South High Court.</p>	The South Gauteng High Court granted an eviction and demolishing order on September 2011 in terms of which the unlawful occupiers were granted 30 days to vacate the properties by themselves, failing which the Department was authorised to demolish the structures.
Case No. 2009/1211	The matter concerns an eviction application brought by the Department against +903illegal occupants who occupied incomplete houses in Eden Park, Extension 5.	The South Gauteng High Court dismissed the Department's application for eviction on 21 September 2012 on the basis that the Department allegedly failed to take the individual personal circumstances of the unlawful occupiers into consideration.
City of Johannesburg Metropolitan Municipality v Blue Moonlight Properties 39 (Pty) Ltd and Another (338/10) [2011] ZA-SCA 47 [Blue Moonlight case]	The matter concerns Moonlight Properties (Pty) Ltd, the City of Johannesburg, and the unlawful occupiers of a building on Saratoga Avenue in Berea, Johannesburg.	South Gauteng High Court granted the eviction and ordered the occupiers to vacate the property.
Residents of Joe Slovo Community, Western Cape v Thubelisha Homes, Minister of Human Settlements, MEC for Human Settlements, Western Cape, and others (CCT 22/08) [2011]	The Joe Slovo residents unlawfully occupied land.	Western Cape High Court ruled against them thereby granting an eviction order in favour of the Minister of Local Government and Housing, Western Cape.





Case	Case Description	Court Judgement
Lwandle Evictions Case No. 1114/2014	Invasion of Erf 32524, Nomzamo, Strand on the land owned by Sanral.	Western Cape High Court, Cape Town under for an urgent interdict to prevent this land from being occupied.
Occupiers of erven 87 & 88 Berea and Christiaan Frederick De Wet N.O. Roynath Parbhoo N.O. and The Poor Flat Dwellers Association Case No: CCT 108/16	<p>The occupiers of ervens 87 and 88 in Berea were served with a notice to terminate their lease or occupation of the property. The applicant in the High court made a settlement order declaring that the respondent consented to an eviction and the date on which such an eviction will be carried out.</p> <p>In an appeal in the constitutional court, the applicants applied that the High court judgment be rescinded and their appeal be upheld as the High court erred in its judgment. The applicants contended that they had not consented to such an eviction and that they only became aware of the eviction order when it was served upon them.</p>	The Constitutional Court rescinded the judgment and upheld the appeal on the basis that where an eviction by consent is granted the court is not absolved from its responsibility of ensuring that such an eviction is just and equitable, all relevant circumstances still need to be taken into account in ensuring that such an eviction will not render the evictees homeless and in an instance whereby the evictees are to be rendered homeless the local authority must be joined in to provide means of securing emergency alternative accommodation.
The City of Johannesburg and Changing Tides 74 (Pty) Ltd The Unlawful Occupiers of Tikwelo House, No 48 and 50 Davies Street, Doornfontein, Johannesburg) The Socio-Economic Rights Institute of South Africa Case No: 735/2011	In the supreme court of appeal the city of Johannesburg appealed the decision of the High court to provide alternative accommodation to the respondents, the unlawful occupiers of Tikwelo house No 48 and 50 Davies Street who were said to be in occupation of a premises that was unfit for human habitation, property of which was owned by Changing tides 74 (PTY) LTD. The latter was served with a notice to provide documents declaring that the premises were in an inhabitable state by the city of Johannesburg.	The Supreme Court of Appeal upheld the appeal and made an order that the city must provide alternative accommodation to the unlawful occupiers of the premises who would be rendered homeless by the eviction. And further that the matter be remitted to the High Court for the court to make a just and equitable determination as to when it would be appropriate to carry out the eviction order.
Isaac Rasepitle Pitje and Josiah Oupa Shibambo/ Esther Veleminah Shibambo City of Tshwane Metropolitan Municipality Case CCT 144/15	This is an eviction matter of Mr Pitje who resided in a property of his late father which was later transferred in the name of Mr Pitje's brother. After the two had stayed in the property for all their lives the brother decided to sell the property to the Shibambos and ordered an eviction against Pitje who was 72 years old and ill, and would be rendered homeless if evicted from the property. The High court had granted an eviction order without considering all relevant circumstances pertaining to whether it would be just and equitable to have him evicted.	In the appeal proceeding that Mr Pitje brought to the Constitutional Court, the judgment of the High Court was set aside, the court held that the High Court should remit the matter with an application for a rejoinder granted and consider all the relevant circumstances of his eviction as to whether it would be just and equitable to have him evicted and the consequences of such an eviction.

The case against the government by Irene Grootboom and others challenged the right of adequate housing as well as the right of children in terms of Sections 26 and 28 of the Constitution, respectively. Section 26(2) imposes an obligation upon the state to take reasonable legislative and other measures to ensure the progressive realisation of this right within its available resources. This resulted in the state implementing a housing programme to maximise available resources to redress the housing shortage.

#### 4.5 Planned policy initiatives

The review of housing legislation, regulations, policies and the development of the new legislation, policies and programmes which respond to the need to transform the space economy is at the core of the government strategic agenda of creating sustainable Human Settlements. The following remain the key policy initiatives:

- Development of the Human Settlements Code: Various policy programmes were revised and will continue to be revised and new ones added in order to produce a responsive Human Settlements Code.
- Amendment of the Housing Act to Human Settlements Legislation: The Housing Act require repeal and aligned with the mandate approved by Cabinet to deliver sustainable human settlements in line with the Comprehensive Plan for the provision of sustainable human Settlements.

- Repealing the Housing Consumer Protection Measures Act: This Bill seeks to strengthen the regulatory function of the NHBRC.
- Drafting the Human Settlement Development Bank Bill: This Bill will serve as a key legislation to guide operations of the Consolidated Human Settlements Financial Institutions (DFIs) and contribute to access to credit to enable the provision of sustainable human settlements.
- Amending the Prevention of Illegal Evictions and Unlawful Occupation of Land Act Revision of the Social Housing policy and Regulations
- Policy Review and Evaluations: Evaluations will be undertaken in partnership with DPME and in line with the key priorities of the Mandate paper. These will be used to strengthen work by the Department around macro policies including the appointment of a panel of experts and core working group that will review the key thrust as described in the 1994 Housing White Paper and the 2004 Breaking New Ground Strategy.



## 5. SITUATIONAL ANALYSIS

The Department of Human Settlements is committed to facilitating and supporting the creation of sustainable and integrated human settlements across the country. This commitment is in response to the NDP proposal and is outlined in the Medium Term Strategic Framework 2014 – 2019, and includes the promotion of social inclusion, economic growth and spatial restructuring.

Though government has delivered more than 3, 9 housing opportunities since the dawn of democracy, adequate housing continues to be one of the main problems facing the country. In 2016, Statistics South Africa (Stats SA) reported that the household size had decreased to 3.3 persons resulting to about 16.9m households. Stats SA also predicted that the number of households particularly in provinces that are mostly urban will continue to grow as the household size drops. It is also estimated that by 2020 there will be about 3.6 million new household formations, with more than 2m falling within the income category of less than R3500 per month which will contribute to an increasing demand for housing and also government support. The demand for adequate housing is estimated at about 2.2 million households, which includes households in informal settlements and backyard shacks. Of these, about 1.7m are registered in the Department of Human Settlements' Housing Needs Database.

There is also an increasing number ( $\pm 25\%$ ) of South African population particularly in metropolitan areas that require affordable rental accommodation. With the country's total population that is projected to grow to about 58.5 million by 2030, there will be more demand for affordable rental which the department and its delivery partners must provide



particularly in the metropolitan areas. With only 30% of South Africans that are able to purchase a house of more than R500 000, high inflation rate, high rate of urbanization all perpetuate the demand for housing for various income categories thus pushing the department-government and other stakeholders to collaborate in delivering housing across various markets, address the fractured market, pay attention to the development of infrastructure and public spaces and provide transactional support on the title deeds programme.

To address these, the department through the policy frameworks is directing programmes to respond to the needs of poor households whilst also ensuring that government's efforts to deliver on housing and human settlements are realised through integrated planning and good governance that supports optimal land use and stimulates private investment. While there is an acknowledgement that the human settlements sector is reliant on good infrastructure, such as public transport, water, energy sources and public spaces, the shrinking of the public sector allocation is hampering the up scaling of delivery and not enabling the achievement of delivery targets.

During this MTSF period, the department focused on strengthening accountability and oversight to ensure improved planning and delivery. As a result, planning frameworks are under revision, stronger reporting mechanisms are developed and efficiency in allocations has improved. To address these challenges, the department has prioritized:

- The implementation of catalytic programme that will direct investment to areas with potential for economic development and growth.
- The acquiring of well-located land
- Establishing partnerships with mining houses to deal with housing and infrastructure challenges in mining communities and securing of well-located land
- Establishment of a single development finance institution that will provide sustainable infrastructure finance for human settlements including increasing access to affordable finance.
- Scaling up of the Informal Settlements Upgrading Programme
- Accelerating the eradication of title deeds backlog and issuing of title deeds for new subsidy market
- Accelerating the delivery of Social Housing to improve delivery on affordable rental

Invest in infrastructure and services vital for the functioning of settlements

## 5.1 Performance environment

The Department of Human Settlements (DHS) is currently implementing its 2015-2020 Strategic Plan. In order to position DHS within the framework of the NDP, the 2015-2020 DST Strategic Plan is structured around three

strategic outcome-oriented goals that drives the work of the Department over the five years. These goals are as follows:

- Enhanced efficiency and effectiveness of the department
- Integrated and responsive human settlements sector planning and policy environment
- Increased delivery of adequate housing in quality living environments

The efforts of the DHS's various programmes and the Department's funding (including grants transferred to provinces and metros) are now directed towards the achievement of the above strategic outcome-oriented goals. For each of these goals, DHS defined a number of a number of strategic objectives linked to the five year targets. The most important general factors that might impede performance include underutilization of the urban settlements development grants by metros in relation to human settlements outcomes, slow pace by provinces in issuing title deeds with ring fenced funding and lack of planning skills required at provincial and local level.

The performance environment for human settlements is also influenced by the high demand for housing across various markets. This has resulted to overcrowding, inadequate dwellings, deplorable urban environment, degrading public infrastructure and outright homelessness. The volatile economy that has led to budget cuts thus affecting the delivery of targets has aggravated the problem. Limited access to land and housing finance are also making it difficult for the poor as well as the middle class households to enter the formal housing market. Based on these



variables, informal housing has been seen as a response to meeting the housing demand.

Various interventions have been planned for to address the shortcomings relating to the delivery of human settlements and they include:

- Strengthening the alignment and coordination to achieve a common goal by various sector departments within the three spheres of government involved in various aspects of human settlements
- Pursuing the integrated residential development programme as a key driver for supporting mixed-use, varied tenure, mixed typologies, and integrated development
- Providing support to provinces and municipalities in the execution of the human settlements mandate through the professional resource teams
- Supporting and encouraging public-private partnerships
- The establishment of Human Settlements Ombudsman which will provide the citizens the ability to hold their government to account for its decisions.



More focus will be in up-scaling delivery in the upgrading of informal settlements programme which will provide households with secure tenure and access to basic services. Informal settlements upgrading process shall be directed by the integrated residential development where mixed-use, mixed-tenure and other characteristics of integration becomes the ultimate goal

**Table 1: Diagram showing Performance of from 2014**

Year	Serviced Sites Completed	Houses/Units Completed	Total Housing Opportunities
2013/2014	48 193	105 936	154 129
2014/2015	49 345	94 566	143 911
2015/2016	52 411	100 339	152 750
2016/2017	56 343	90 962	147 305
<b>TOTAL</b>	<b>206 292</b>	<b>391 803</b>	<b>598 095</b>

## 5.2 Organisational environment

The Department provides leadership in the fulfilment of the Constitutional Mandate of providing access to adequate housing to all. The Department has revised its strategic goals and objectives and aligned them to the long term goal of achieving the sustainable human settlements. The strategic goals and objectives have the five year targets. To accelerate delivery and to address capacity related challenges, the department is currently reviewing its organisational structure. The review of the structure has been informed by the departmental strategy of ensuring that good corporate governance is achieved, responsive policies and programmes are developed and there is increased support for better delivery. The realignment of the structure has also been informed by the identified need to transform the residential property market and strengthening the monitoring systems. Even though stringent measures have been applied in the allocation of compensation budget, the department will base its realignment of the structure with the available resources.

## 5.3 Description of the strategic planning process

The revision of the 2015-2020 strategic plan was informed by the framework requirements as per Annexure D. The tabled plan has been strengthened to reflect key priorities in line with the Medium Term Strategic Framework. Strategic goals and strategic objectives have been revised to align with the departmental long term priorities and they include five year targets. The planning process ensured the integration of the NDP imperatives and actions as identified in the 2014-2019 MTSF.



## 6. STRATEGIC OUTCOME ORIENTED GOALS

In response to the government's call to be outcome focused in the planning and implementation approach, the departmental goals have been aligned to the NDP proposals, MTSF priorities and also linked to key legislation that informs the operations of the Public Sector. The Department of Human Settlements, Strategic goals and goal statements are indicated in the table below:



<b>Strategic Outcome Oriented Goal 1</b>	Enhanced efficiency and effectiveness of the department
<b>Goal Statement 1</b>	Effectiveness of administration, governance and management systems to support institutional performance in critical areas for efficiency
<b>Strategic Outcome Oriented Goal 2</b>	Integrated and responsive housing/human settlements sector planning and policy environment
<b>Goal Statement 2</b>	Review of existing policies and programmes and development of new policies to better direct delivery
<b>Strategic Outcome Oriented Goal 3</b>	Increased delivery of adequate housing in sustainable human settlements
<b>Goal Statement 3</b>	Facilitate the delivery of adequate housing and ensure efficient administration and utilization of Human Settlement Grants

## 7. PROGRAMMES

- Programme 1: Administration
- Programme 2: Human Settlements Policy, Strategy and Planning
- Programme 3: Programme Monitoring and Delivery Support
- Programme 4: Housing Development Support

### 7.1 Strategic Objectives

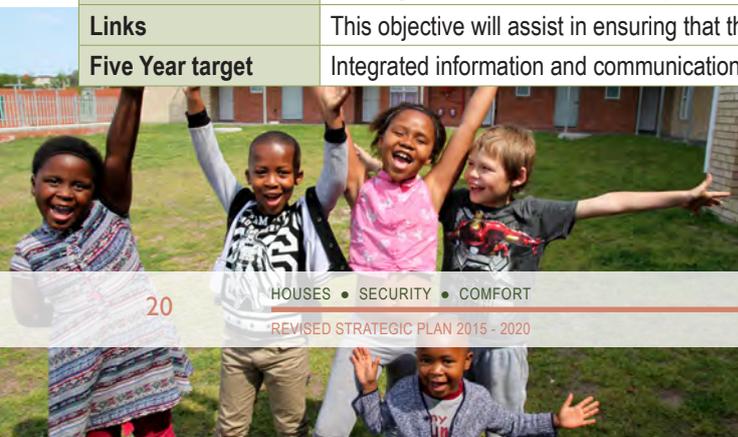
#### 7.1.1 Programme 1: Administration

<b>Strategic Objective</b>	Promote efficient and effective administrative processes
<b>Objective statement</b>	The Department will improve administrative management practices by ensuring compliance with all government prescripts
<b>Objective Indicator</b>	Audit opinion with no matter of emphasis
<b>Baseline</b>	Unqualified Audit Opinion
<b>Justification</b>	Good corporate governance is a foundation for efficient and effective service delivery
<b>Links</b>	This objective contributes to achievement of good corporate governance and administrative processes in line with Outcome 12 objectives
<b>Five Year target</b>	Unqualified Audit Opinion with no matter of emphasis

<b>Strategic Objective</b>	Effective and efficient legal support
<b>Objective statement</b>	To provide legal support for the development of comprehensive Human Settlement legislation.
<b>Objective Indicator</b>	A comprehensive Human Settlement Legislation developed
<b>Baseline</b>	Housing Act and the Housing code
<b>Justification</b>	This objective will contribute to the development of Human Settlements legislation.
<b>Links</b>	This objective assists in regulating the development of sustainable human settlements.
<b>Five Year target</b>	Comprehensive Human Settlement Legislation developed

<b>Strategic Objective</b>	To provide effective dispute resolution services
<b>Objective statement</b>	To provide dispute resolution services to the Human Settlements sector
<b>Objective Indicator</b>	Number of disputes resolved within the specified timeframe
<b>Baseline</b>	Housing Act and the Housing code
<b>Justification</b>	To provide citizenry with a tool to hold government and its institutions to accountable for their decisions.
<b>Links</b>	This objective assists in regulating the development of sustainable human settlements.
<b>Five Year target</b>	100% of lodged disputes investigated

<b>Strategic Objective</b>	To provide ICT infrastructure that is reliable, secure and available
<b>Objective statement</b>	To provide an ICT infrastructure that is reliable, secured and available to support all business functions
<b>Objective Indicator</b>	Information and communication technology services provided
<b>Baseline</b>	ITS and HSS availability
<b>Justification</b>	This objective contributes to the implementation of formal controls to ensure a reliable, secured and available IT system
<b>Links</b>	This objective will assist in ensuring that the Department has a reliable and secure IT system
<b>Five Year target</b>	Integrated information and communication technology services provided





### 7.1.2 Programme 2: Human Settlements Policy, Strategy and Planning

<b>Strategic Objective</b>	To establish partnerships to support the delivery of Human Settlements sector priorities
<b>Objective statement</b>	To facilitate partnerships with inter-sectoral spheres of government and with private sector for better delivery
<b>Objective Indicator</b>	Human Settlements development plans aligned with other sectorial spheres of government.
<b>Baseline</b>	Social Contract Existing agreements
<b>Justification</b>	This objective will increase participation of stakeholder in Human Settlements development.
<b>Links</b>	This objective will contribute to the achievement of coherent and coordinated government investment.
<b>Five Year target</b>	National Human Settlements development plan developed Increased participation of stakeholders in human settlements development

<b>Strategic Objective</b>	To develop evidence based policies and programmes.
<b>Objective statement</b>	To investigate , research and develop Human Settlements Policies and programmes to better direct implementation
<b>Objective Indicator</b>	Human Settlements policies and programmes developed
<b>Baseline</b>	Housing White paper Housing Code
<b>Justification</b>	This objective will provide a framework for the realisation of sustainable human settlements and improved quality of household life.
<b>Links</b>	This objective serves as governing and coordinating framework for the development of Human Settlements.
<b>Five Year target</b>	Policy framework for Human Settlements developed

### 7.1.3 Programme 3: Programme Monitoring and Delivery Support

<b>Strategic Objective</b>	Provide implementation support on the delivery of sustainable human settlements
<b>Objective statement</b>	To provide technical support to provinces and municipalities for the delivery of sustainable human settlements
<b>Objective Indicator</b>	Number of provinces supported on the implementation of human Settlements programmes
<b>Baseline</b>	Reports on programmes implemented
<b>Justification</b>	The objective will contribute to the increase of human settlements (Housing) opportunities
<b>Links</b>	This objective will contribute to the delivery of sustainable human settlements
<b>Five Year target</b>	9 provinces supported on the implementation of human Settlements programmes

<b>Strategic Objective</b>	Enhanced sector monitoring and evaluation
<b>Objective statement</b>	To track the implementation of programmes and measure effectiveness.
<b>Objective Indicator</b>	Number of Evaluation studies conducted
<b>Baseline</b>	57% of running projects monitored through physical site visits and other verification methodologies of the revised Monitoring and Evaluation Framework Evaluation Plan
<b>Justification</b>	This objective will track implementation and outputs to measure the effectiveness of programmes
<b>Links</b>	This objective will measure the effectiveness of programmes
<b>Five Year target</b>	8 Evaluation studies completed

<b>Strategic Objective</b>	Improved support and capacity for the human settlements sector
<b>Objective statement</b>	To provide capacity support and ensure that the sector has the capacity to deliver.
<b>Objective Indicator</b>	Number of provinces supported on the implementation of human Settlements programmes
<b>Baseline</b>	Sector Capacity building Policy
<b>Justification</b>	This objective will contribute in building capabilities for transforming Human Settlements
<b>Links</b>	This objective will contribute to the improved institutional capacity
<b>Five Year target</b>	9 provincial departments supported in the implementation of Human Settlements Apex Programmes

### 7.1.4 Programme 4: Housing Development Finance

<b>Strategic Objective</b>	Efficient and effective utilization of human settlements grants.
<b>Objective statement</b>	To monitor the utilisation of Human Settlements grants
<b>Objective Indicator</b>	Human Settlements grants Frameworks developed Lending patterns by financial institutions monitored
<b>Baseline</b>	Approved Human Settlements Grants Frameworks
<b>Justification</b>	This objective will contribute in developing financial instruments and leverage of private sector funding and investments
<b>Links</b>	This objective will contribute in developing financial instruments and leverage of private sector funding and investments
<b>Five Year target</b>	Approved Human Settlements Grant Framework



## 7.2 Resource considerations

The following is our resource considerations for each programme:

### PROGRAMME 1: ADMINISTRATION



Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
Ministry	66 437	78 568	75 621	63 488	58 172	60 986	64 891
Departmental Management	101 857	56 575	63 882	101 479	90 219	97 854	104 261
Corporate Services	190 534	188 384	189 215	196 055	197 654	208 840	223 263
Property Management	32 153	42 039	47 093	41 097	41 097	43 332	45 830
Financial Management	42 099	45 508	45 086	55 546	55 508	60 534	64 426
<b>TOTAL</b>	<b>433 080</b>	<b>411 074</b>	<b>420 897</b>	<b>457 665</b>	<b>442 650</b>	<b>471 546</b>	<b>502 671</b>

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
<b>Current payments</b>	<b>397 840</b>	<b>398 858</b>	<b>414 030</b>	<b>454 137</b>	<b>439 119</b>	<b>467 824</b>	<b>498 743</b>
Compensation of employees	178 849	186 765	194 399	224 770	223 779	240 870	259 308
Goods and services	218 970	212 089	219 631	229 367	215 340	226 954	239 435
Interest and rent on land	21	4	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>22 706</b>	<b>1 038</b>	<b>1 521</b>	<b>46</b>	<b>50</b>	<b>53</b>	<b>56</b>
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Higher education institutions	1 170	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	21 536	1 038	1 521	46	50	53	56
<b>Payments for capital assets</b>	<b>12 426</b>	<b>10 928</b>	<b>5 189</b>	<b>3 482</b>	<b>3 481</b>	<b>3 669</b>	<b>3 872</b>
Buildings and other fixed structures	-	236	-	-	-	-	-
Machinery and equipment	11 019	10 630	5 132	3 482	3 481	3 669	3 872
Software and other intangible assets	1 407	62	57	-	-	-	-
<b>Payments for financial assets</b>	<b>108</b>	<b>250</b>	<b>157</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>433 080</b>	<b>411 074</b>	<b>420 897</b>	<b>457 665</b>	<b>442 650</b>	<b>471 546</b>	<b>502 671</b>

This programme allocation grows from R457.6 million in 2017/18 to R502.6 million in 2020/21, an average increase of 3.2%.

The programme biggest cost drivers apart from compensation of employees, are funds provided for Internal Audit activities and special investigations, computer services and travel and subsistence. The programme mainly provides strategic leadership to the sector and Department as well as support to the Department.

**PROGRAMME 2: HUMAN SETTLEMENTS POLICY, STRATEGY AND PLANNING**

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
Management for Policy, Strategy and Planning	3 902	7 420	7 561	7 730	8 083	8 447	9 087
Human Settlements Policy Frameworks	29 731	29 177	27 949	32 143	33 387	35 199	37 677
Human Settlements Strategy and Planning	45 070	39 141	51 090	53 700	48 311	52 320	55 847
<b>TOTAL</b>	<b>78 703</b>	<b>75 738</b>	<b>86 600</b>	<b>93 573</b>	<b>89 781</b>	<b>95 966</b>	<b>102 611</b>

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
<b>Current payments</b>	<b>72 128</b>	<b>72 882</b>	<b>79 016</b>	<b>89 908</b>	<b>87 542</b>	<b>93 603</b>	<b>100 117</b>
Compensation of employees	45 311	49 805	53 422	63 892	61 526	66 171	71 176
Goods and services	26 817	23 077	25 591	26 016	26 016	27 432	28 941
Interest and rent on land	-	-	3	-	-	-	-
<b>Transfers and subsidies</b>	<b>5 394</b>	<b>1 609</b>	<b>7 028</b>	<b>2 772</b>	<b>1 346</b>	<b>1 421</b>	<b>1 500</b>
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	1 269	1 368	1 923	1 272	1 346	1 421	1 500
Public corporations and private enterprises	4 000	-	5 000	1 500	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	125	241	105	-	-	-	-
<b>Payments for capital assets</b>	<b>1 170</b>	<b>1 221</b>	<b>546</b>	<b>893</b>	<b>893</b>	<b>942</b>	<b>994</b>
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	1 170	1 221	546	893	893	942	994
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>11</b>	<b>26</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>78 703</b>	<b>75 738</b>	<b>86 600</b>	<b>93 573</b>	<b>89 781</b>	<b>95 966</b>	<b>102 611</b>

This programme allocation grows from R93.5 million in 2017/18 to R102.6 million in 2020/21, an average nominal reduction of 3.1%. The programme's biggest cost drivers are compensation of employees and travel and subsistence.



**PROGRAMME 3: PROGRAMME DELIVERY SUPPORT**

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R' 000</b>							
Management for Programme Delivery Support	7 019	7 533	6 837	9 403	9 031	9 602	10 213
Programme Management Unit	69 598	70 587	99 926	159 731	189 016	200 247	265 046
Chief of Operation	57 095	42 676	44 979	48 168	47 958	51 196	54 565
<b>TOTAL</b>	<b>133 712</b>	<b>120 796</b>	<b>151 742</b>	<b>217 302</b>	<b>246 005</b>	<b>261 045</b>	<b>329 824</b>

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R' 000</b>							
<b>Current payments</b>	119 096	111 806	142 702	206 399	234 239	248 621	316 716
Compensation of employees	53 001	57 991	59 933	74 700	71 950	77 451	83 382
Goods and services	66 092	53 815	82 760	131 699	162 289	171 170	233 334
Interest and rent on land	3	-	9	-	-	-	-
<b>Transfers and subsidies</b>	13 602	7 865	8 195	9 822	10 392	10 974	11 578
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Higher education institutions	4 499	-	3 500	-	3 500	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	9 103	7 865	4 695	9 822	6 892	10 974	11 578
<b>Payments for capital assets</b>	1 011	1 083	790	1 081	1 374	1 450	1 530
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	1 011	1 083	776	1 081	1 374	1 450	1 530
Software and other intangible assets	-	-	14	-	-	-	-
<b>Payments for financial assets</b>	3	42	55	-	-	-	-
<b>TOTAL</b>	<b>133 712</b>	<b>120 796</b>	<b>151 742</b>	<b>217 302</b>	<b>246 005</b>	<b>261 045</b>	<b>329 824</b>

This programme allocation grows from R217.3 million in 2017/18 to R329.8 million in 2020/21, an average nominal growth of 14.9%. The growth can be attributed to funding provided for support for the Housing Emergency Grants and the Title Deeds Restoration Grant over the MTEF. The programme biggest cost drivers are compensation of employees, consultants and travel and subsistence.

**PROGRAMME 4: HOUSING DEVELOPMENT FINANCE**

Sub Programmes	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
Management for Housing Development Finance	357	1 036	2 137	4 082	4 453	4 736	5 036
Chief Investment Officer	16 488	19 974	20 001	23 057	22 481	24 088	25 261
Human Settlements Development Grant	17 084 369	18 302 675	18 283 991	19 969 343	18 166 520	18 832 802	20 101 903
Contributions	1 026 839	448 906	782 395	1 317 031	1 159 034	1 143 236	1 152 865
Urban Settlements Development Grant	10 284 684	10 554 345	10 839 468	11 382 247	11 306 137	11 880 786	12 534 479
Municipal Human Settlements Capacity Grant	300 000	100 000	-	-	-	-	-
Title Deeds Restoration Grant				-	518 655	547 700	577 823
Emergency Housing Grants				-	400 000	426 000	453 691
<b>TOTAL</b>	<b>28 712 737</b>	<b>29 426 936</b>	<b>29 927 992</b>	<b>32 695 760</b>	<b>31 577 280</b>	<b>32 859 348</b>	<b>34 851 058</b>

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Expenditure Estimates Indicative		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R'000</b>							
<b>Current payments</b>	16 734	20 123	22 049	26 910	26 705	28 582	30 042
Compensation of employees	13 695	15 590	17 534	19 895	19 690	21 188	22 241
Goods and services	3 039	4 533	4 515	7 015	7 015	7 394	7 801
Interest and rent on land	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>28 465 892</b>	<b>29 244 937</b>	<b>29 805 857</b>	<b>32 518 621</b>	<b>31 470 346</b>	<b>32 780 524</b>	<b>34 820 761</b>
Provinces and municipalities	27 669 053	28 957 020	29 123 459	31 351 590	30 391 312	31 687 288	33 667 896
Departmental agencies and accounts	796 839	287 906	682 395	1 167 031	1 079 034	1 093 236	1 152 865
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	11	3	-	-	-	-
<b>Payments for capital assets</b>	<b>110</b>	<b>876</b>	<b>86</b>	<b>229</b>	<b>229</b>	<b>242</b>	<b>255</b>
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	110	876	86	229	229	242	255
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>230 001</b>	<b>161 000</b>	<b>100 000</b>	<b>150 000</b>	<b>80 000</b>	<b>50 000</b>	<b>-</b>
<b>TOTAL</b>	<b>28 712 737</b>	<b>29 426 936</b>	<b>29 927 992</b>	<b>32 695 760</b>	<b>31 577 280</b>	<b>32 859 348</b>	<b>34 851 058</b>

This programme allocation consists mostly of conditional grants and transfer to Departmental Institutions. The allocation grows from R32.6 billion in 2016/17 to R34.5 billion in 2020/21, an average nominal growth



of 2.2%. The Human Settlements Development Grant, which is a capital transfers grant to provinces allocation grows from R19.9 billion in 2017/18 to R20.1 billion in 2020/21 an average nominal growth of 0.2%. The Urban Settlements Development Grant, which is a capital transfers grant metropolitan municipalities grows from R11.3 billion in 2017/18 to R12.5 billion in 2020/21 an average nominal growth of 3.3%. Two new grants were introduced in the 2018/19 financial year. Title Deeds Restoration Grant with an allocation of R1.6 billion over the MTEF and the Emergency Housing Grant with an allocation of R1.2 billion over the MTEF.



### 7.3 Risk management

The following section identifies the risks with each programme and discusses five key risks that may affect the realisation of the strategic objectives stated in each programme.

Risk no	Goal-1	Objective	Risk Identified	Mitigation Measures
1.	Enhanced efficiency and effectiveness of the department	To promote efficient and effective administrative processes	Lack of management systems and poor implementation of internal controls	Implement management systems to support institutional performance in critical areas for efficiency
2.	Integrated and responsive housing/human settlements sector planning and policy environment	To develop evidence based policies and programmes	Inability of policies/programmes to adequately addressing the beneficiaries' needs	Ensuring alignment of business plans with Annual Performance Plans and Built Environment Plans
3.	Increased provision of adequate housing in quality living environments	To Provide implementation support on the delivery of sustainable human settlements	Slow pace of delivery and poor expenditure trends	Provision of technical support to Provinces and Municipalities to fast-track delivery
			Misinterpretation of human settlements strategies and policies	Capacity building initiatives implemented, communication of programmes strengthened
			Limited availability of personnel with required skills	Initiate capacity building programmes to deliver on the mandate
4.		Efficient and effective utilization of human settlements grants	Application of the grants for unintended purposes	Continuous analysis of the performance

### 8. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The Department directly contributes to the infrastructure build programme, across the strategic integrated projects (SIPs) and reports to the progress made to the PICC. A specific intervention on mining towns is the contributor to this, the projects implemented through the Urban Settlements Grants and the partnerships created with sector departments like Water and Sanitation linked to the long term infrastructure plans. The Master Spatial plan SP that is currently under development also forms part of the long term infrastructure plan as it seeks to direct human settlements investments along the identified development corridors that will have long term impact on the country's spatial transformation agenda.

The department through its programmes also contributes to the New Growth Path which is the main job driver to ensure effective delivery is to improve both physical infrastructure and human resources. The department's contribution to the SIP's assists in ensuring that the department and the sector plans ahead and move away from the stop-start syndrome around the building of infrastructure. This provides a greater certainty to the construction industry and provides a roadmap for investors and communities.

#### 8.1 Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF) sets out the five year actions for Outcome 8. This five-year strategic plan

is framed according to the MTSF. The document contains housing targets across a range of housing programmes. These are national targets and each Province and Municipality would have to define its delivery programme over the next five years based on their own demand and supply projections. Cumulatively, all Provinces and Municipalities contribute to the National targets.

#### 8.2 Provincial Plans

Provincial capital expenditure for human settlements is defined in five year strategic plans (that track capital expenditure over five-year period). Annual Performance Plans track budget spends according to each programme.

#### 8.3 Municipal Plans

Municipal capital expenditure for human settlements is defined in five year strategic plans (that track capital expenditure over five-year period). These five year plans are known as the Housing Chapter and are an integral part of the Integrated Development Plan (IDP) of municipalities. Service Delivery Budget Implementation Plans (SDBIP) are one-year capital expenditure plans effectively breaking down the budget into quarters.

Built Environment Performance Plan (BEPP) encourages municipalities to plan how the outputs funded from various grants will contribute to coherent outcomes for the city as a whole. Specifically for human settlements this includes; Urban Settlements Development Grant and Human Settlements Development Grant.

Municipal social housing institutions develop annual business plans and performance plans. These plans define five-year budget allocations for social housing.





## 9. CONDITIONAL GRANTS

### 9.1 Human Settlements Development Grant

The conditional grant enables the Department to provide effective oversight and ensure compliance with the Housing code. The Grant reflects the conditional grant allocation that is transferred to the provinces for Human Settlements Development. Funding is provided on the basis of housing needs, the number of households earning less than R3 500 per month, and the population per province. The grant will continue over the reporting period.

### 9.2 Urban Settlements Development Grant

This is a supplementary capital infrastructure grant with conditions, objects and distribution criteria including infrastructure backlogs aimed at improving outcomes of the application of the equitable share. The Grant reflects the conditional grant to municipalities for infrastructure and human settlements development, to support the upgrading of informal settlements in metropolitan municipalities. The grant will continue over the reporting period.

### 9.3 Title Deeds Restoration Grant

The conditional grant provides funding for the eradication of the title deeds registration backlog and the professional fees associated with it, including beneficiary verification.

### 9.4 Emergency Housing Grant

The grant provides funding to municipal and provincial administrations for provision of temporary shelter assistance to households affected by disasters.

## 10. PUBLIC ENTITIES

The Department of Human Settlements has seven public entities reporting to it:

- 1) Estate Agency Affairs Board (EAAB)
- 2) National Housing Finance Corporation (NHFC)
- 3) National Urban Reconstruction and Housing Agency (NURCHA)
- 4) Social Housing Regulatory Authority (SHRA)
- 5) National Home Builders Registration Council (NHBRC)
- 6) Rural Housing Loan Fund (RHLF)
- 7) The Housing Development Agency (HDA)
- 8) Community Schemes Ombud Service (CSOS)

Summarized below are the mandate and key strategic objectives of each of these entities.

**Table 13: Human Settlement Entities**

Public Entity	Mandate	Output	Current Budget	Date of next Evaluation
<p>National Housing Finance Corporation (NHFC)</p>	Mobilise funding into human settlements space in partnership with broad range of institutions. It also provides wholesale finance and acts as a fund and risk manager	<ul style="list-style-type: none"> <li>• 1 630 housing opportunities facilitated through disbursements</li> <li>• 826 rental housing opportunities facilitated through disbursements</li> <li>• 205 affordable housing opportunities facilitated through disbursements</li> <li>• 3 973 housing opportunities facilitated through leveraged funds</li> <li>• 782 leveraged from the private sector (R'm)</li> </ul>	R80,000,000 (Capital Grant)	<p><b>1st quarter review:</b> August 2018</p> <p><b>2nd quarter review:</b> November 2018</p> <p><b>3rd quarter review:</b> February 2018</p> <p><b>4th quarter review:</b> May 2019</p>
<p>Estate Agency Affairs Board (EAAB)</p>	Regulate, maintain and promote the standard of conduct of estate agents; issue fidelity fund certificates to qualifying applicants; prescribe the standard of education and training of estate agents; investigate complaints lodged against estate agents, manage the Estate Agents Fidelity Fund	<ul style="list-style-type: none"> <li>• 75% of compliant registered estate agents</li> <li>• 14 000 000 radio consumers reached through radio awareness campaigns</li> <li>• 10% of compliant estate agents operating in affordable housing markets</li> <li>• 1 000 youth placed with host employers</li> <li>• Fidelity Fund Net Asset Value 1.25% per annum</li> <li>• 10% increase in Estate Agencies operating in the affordable housing market (30% over MTSF period)</li> <li>• Project management and secretarial support in the Implementation plan for title deeds.</li> <li>• Bi annual data/information on industry trends and analysis available</li> </ul>	-	<p><b>1st quarter review:</b> August 2018</p> <p><b>2nd quarter review:</b> November 2018</p> <p><b>3rd quarter review:</b> February 2018</p> <p><b>4th quarter review:</b> May 2019</p>
<p>National Home Builders Registration Council (NHBRC)</p>	Provide housing consumers with warranty protection against defects in new homes, and to provide protection against any failure of builders to comply with their obligations in terms of the Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998)	<ul style="list-style-type: none"> <li>• 50 471 non-subsidy homes by private sector enrolled</li> <li>• 123 600 subsidy homes enrolled</li> <li>• 52 164 non-subsidy enrolled homes inspected</li> <li>• 84 455 subsidy homes enrolled inspected</li> <li>• 3 201 new homebuilder registrations approved</li> <li>• 11 297 renewals of homebuilder registrations</li> <li>• 2000 homebuilders trained</li> <li>• 2 000 youth trained</li> <li>• 500 home inspectors trained</li> <li>• 400 Artisans trained</li> <li>• 1 800 women trained</li> <li>• 450 Military Veterans trained</li> <li>• 300 people with disabilities trained</li> </ul>	-	<p><b>1st quarter review:</b> August 2018</p> <p><b>2nd quarter review:</b> November 2018</p> <p><b>3rd quarter review:</b> February 2018</p> <p><b>4th quarter review:</b> May 2019</p>





Public Entity	Mandate	Output	Current Budget	Date of next Evaluation
Housing Development Agency (HDA) 	Facilitate the release of land and landed properties for human settlements development	<ul style="list-style-type: none"> <li>• 3 000 hectares of well-located land released for human settlement development (targeting poor and middle income households).</li> <li>• 1 000 hectares released and rezoning of land.</li> <li>• Provide 5 informal settlements projects with implementation support</li> <li>• Provide technical support to 22 projects in mining towns.</li> <li>• 50 Catalytic projects identified and assessed.</li> <li>• 9 provinces supported with capacity support as per MTOPs and business plans</li> <li>• 5722 sites serviced</li> <li>• 7168 housing units provided</li> </ul>	R222,177,000 (Operational Grant)	1st quarter review: August 2018 2nd quarter review: November 2018 3rd quart <b>1st quarter review:</b> August 2018 <b>2nd quarter review:</b> November 2018 <b>3rd quarter review:</b> February 2018 <b>4th quarter review:</b> May 2019 er review: February 2018 4th quarter review: May 2019
National Urban Reconstruction and Housing Agency (NURCHA) 	NURCHA's mandate is to ensure the availability of bridging finance to small, medium and established contractors building low and moderate-income housing and related communities facilities and infrastructure	<ul style="list-style-type: none"> <li>• 1 365 affordable houses built and sites serviced with NURCHA bridging finance.</li> <li>• 10 120 subsidy houses built and sites serviced with NURCHA bridging finance.</li> <li>• 2 Infrastructure and community facility projects completed with NURCHA bridging finance.</li> <li>• 37 Contractors trained through the Contractor Finance and Development Programme</li> </ul>	-	<b>1st quarter review:</b> August 2018 <b>2nd quarter review:</b> November 2018 <b>3rd quarter review:</b> February 2018 <b>4th quarter review:</b> May 2019
Rural Housing Loan Fund: (RHLF) 	The RHLF is a development finance institution, established in August 1996 as an association not for gain. The company is mandated to empower low income households in rural areas to access housing credit	<ul style="list-style-type: none"> <li>• 53 772 housing loans disbursed</li> <li>• 60% of loans provided to people earning R3,500 or less per month</li> <li>• R259 680 million disbursed to retail intermediaries.</li> <li>• 30% loans issued to women by 2019.</li> <li>• 20% of loans issued to people earning over R15 000</li> <li>• 100% clients visited for loan verification</li> </ul>	-	<b>1st quarter review:</b> August 2018 <b>2nd quarter review:</b> November 2018 <b>3rd quarter review:</b> February 2018 <b>4th quarter review:</b> May 2019
Social Housing Regulatory Authority (SHRA) 	Regulate and support the social housing sector in order to accelerate the delivery of sustainable and financially viable social housing projects. It is responsible for the disbursement of institutional investment and capital grants to social housing institution	<ul style="list-style-type: none"> <li>• 14,000 Units approved for RCG award.</li> <li>• 12 508 Social housing units delivered.</li> <li>• 37 085 units under regulation</li> <li>• 95% expenditure of the RCG (Now named the Consolidated Capital Grant)</li> </ul>	R1,225,752,000  (R1,143,640,000 Consolidated Capital Grant; R20,132,000 Institutional Investment Grant; R46,815,000 Operational Grant and R10,000,000 Regulations)	<b>1st quarter review:</b> August 2018 <b>2nd quarter review:</b> November 2018 <b>3rd quarter review:</b> February 2018 <b>4th quarter review:</b> May 2019

Public Entity	Mandate	Output	Current Budget	Date of next Evaluation
Community Schemes Ombud Service (CSOS) 	To provide a dispute resolution service for community schemes, monitor and control the quality of all sectional title schemes governance documentation and to take custody of, preserve and provide public access to scheme governance documentation	<ul style="list-style-type: none"> <li>• 30 000 community schemes registered</li> <li>• 1500 governance documentation quality assured</li> <li>• 70% of disputes resolved through conciliation</li> <li>• 3 consumer awareness campaigns performed with 4 activations</li> <li>• 12 stakeholder engagements events</li> <li>• 2 CSOS points of presence established</li> </ul>	R31,105.000 (Operational Grant)	<b>1st quarter review:</b> August 2018 <b>2nd quarter review:</b> November 2018 <b>3rd quarter review:</b> February 2018 <b>4th quarter review:</b> May 2019

## 11. PUBLIC PRIVATE PARTNERSHIPS

The department is partnering with the Banking Association South Africa in intervening in the housing markets through the implementation of the housing programmes catering for various households. The department also has formed strategic partnership with the Development Bank of Southern Africa in the implementation of infrastructure projects that contribute to the achievement of the human settlements mandate.

Name PPP	Purpose	Outputs	Current Value of Agreement	Date when agreement expires
A Social Contract for the Development of Sustainable Human Settlements: Building Partnerships for the accelerated delivery	<p>The Social Contract for Sustainable Human Settlements is a statement of intent to work together for a common goal, whilst appreciating and understanding the relationship between the stakeholders.</p> <p>It provides a framework for partnerships and targeted resource mobilization, and articulates stakeholders' commitment to develop answers collectively for a shared future.</p> <p>As a result of this contract, which is a framework for specific partnerships, individual private sector developers/financial institutions would enter into direct agreements with the department through the HDA.</p>	Increased property markets for the different beneficiary needs	In principle the private sector, through catalytic projects would contribute about R210 billion towards the Human Settlements Development	The actual Social Contract would be reviewed after 5 years from the date of commencement, 2014, and it would be up to such review whether it should be renewed





### Medium Term Strategic Framework Sector targets (2014-2019)

Sector Target	Indicator
Revision of the Housing Finance Regime Framework	Housing Finance Regime Framework revised
Development of the Human Settlements Policy (White Paper)	Human Settlements Policy (White Paper approved)
Amendment of the Housing Act	Housing Act amended and Human Settlements Legislation approved
Revision of the Housing Code	Housing Code revised and Human Settlements Code approved
1,495 million housing opportunities in quality living environments provided:	Number of housing opportunities located in quality living environments:
<ul style="list-style-type: none"> <li>2 200 informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme</li> </ul>	<ul style="list-style-type: none"> <li>Number of existing Informal settlements upgraded to Phase 2</li> </ul>
<ul style="list-style-type: none"> <li>750 000 households in informal settlements benefitting from the Informal Settlements Upgrading Programme</li> </ul>	<ul style="list-style-type: none"> <li>Number of households benefitting from informal settlements upgrading</li> </ul>
<ul style="list-style-type: none"> <li>563 000 individual units for subsidy housing market provided</li> </ul>	<ul style="list-style-type: none"> <li>Number of housing units for subsidy housing market</li> </ul>
<ul style="list-style-type: none"> <li>110 000 loans (70 000 FLISP and 40 000 DFI supported)</li> </ul>	<ul style="list-style-type: none"> <li>Number of affordable housing loans for new houses in the affordable-gap housing submarket</li> </ul>
<ul style="list-style-type: none"> <li>27 000 social housing units</li> <li>10 000 CRU</li> <li>35 000 affordable rental housing opportunities provided through</li> <li>private sector (mine worker housing at 10 000; and private affordable rental 25 000)</li> </ul>	<ul style="list-style-type: none"> <li>Number of affordable rental housing opportunities</li> </ul>
<ul style="list-style-type: none"> <li>10 000 of hectares of well-located land acquired, rezoned and released for new developments targeting poor and lower middle income households</li> </ul>	<ul style="list-style-type: none"> <li>Hectares of well-located land acquired, rezoned and released for new developments targeting poor and lower middle income households</li> </ul>
Develop Multi-year Human Settlements Development Plans	Multi-year Human Settlements Development Plans that support spatial targeting, social and economic integration developed
50 Catalytic Projects implemented	Number of catalytic projects implemented
Consolidation of the Development Finance Institutions (DFI) NURCHA, NHFC, RHLF	Single DFI
560 000 Title deeds issued to new homeowners in the subsidy market	Number of title deeds issued to new homeowners in the subsidy market
818 057 title deeds backlog eradicated	Number of title deeds backlog eradicated

# ANNEXURE D: OBJECTIVE TECHNICAL INDICATOR DESCRIPTION

## PROGRAMME 1: ADMINISTRATION

Objective indicator	Unqualified audit opinion with no matters of emphasis
Short definition	The indicator measures processes, systems and controls implemented by the department to ensure that an opinion with no matters of emphasis is achieved
Purpose/importance	To ensure compliance with good corporate governance principles, prescripts and regulations and achieve a good audit outcome
Source/collection of data	Annual financial statements, report on predetermined objectives, documented business processes/SOP's, annual audit plan, and risk management plan
Method of calculation	Adherence to legislative frameworks, systems and controls put in place and implemented
Data limitations	Non adherence to legislative frameworks, systems, controls not implemented properly
Type of indicator	Process
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified audit opinion with no matter of emphasis
Indicator responsibility	CFO COO All branch heads ( Adherence to PFMA requirements including processing and payment of valid invoices within 30 days, ensuring that the reported non-financial performance information is accurate, reliable and aligned to the planned targets, ensuring that branch plans are responsive to priorities and smart)
Portfolio of Evidence	Unqualified report by the Auditor General





Objective indicator	Comprehensive Human Settlement Legislation developed
Short definition	The indicator envisages that all the targets in the approved Legislative Programme will be implemented
Purpose/importance	To develop legislative framework that will regulate Human Settlements sector
Source/collection of data	The Constitution Human Settlements Policies Office of the State Law Advisors Other relevant pieces of legislation Entities of the department NEDLAC Public hearings/ participation
Method of calculation	Number of Legislation developed as per Legislative Programme
Data limitations	Delays in the development of Legislation
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Legislative framework to regulate Human Settlement Sector developed
Indicator responsibility	DDG: Corporate Services
Portfolio of Evidence	Comprehensive Human Settlement Legislation

Objective indicator	Information and communication technology services provided
Short definition	Provide Information and communication technology infrastructure by implementing formal controls and reliability of the system
Purpose/importance	The indicator measures the effectiveness and efficiency of Information and communication technology services through the provision of on-going and maintenance of secured information technology infrastructure
Source/collection of data	SITA monthly service reports
Method of calculation	Check the availability, reliability of the information and communication technology systems
Data limitations	Unavailability of LAN and WAN Failure in Data Centre environmental controls could lead to unavailability of systems
Type of indicator	Process
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Secured, reliable and available information and communication technology systems
Indicator responsibility	Chief Director IMS & IT
Portfolio of Evidence	Quarterly reports that detail formal controls implemented over Information and communication technology to ensure reliability and availability

## PROGRAMME 2: HUMAN SETTLEMENT POLICY, STRATEGY AND PLANNING

Indicator title	Approved National Human Settlements Development Plans
Short definition	An Annual Business Plan to establish integrated sustainable human settlements in which households have access to social and economic amenities, funded through the Human Settlements Development Grant (HSDG) and Annual Plans to promote integrated sustainable human settlements and improved quality of household life in the metropolitan municipalities through the Urban Settlements Development Grant
Purpose/importance	To ensure that planned projects are in line with Human Settlements Priorities (MTSF) and result in the creation of Sustainable and integrated human settlements. While for USDG it is meant to support the national human settlements development programmes and priorities, focusing on poor households in metropolitan areas
Source/collection of data	Provincial and Metros Annual Business Plans
Method of calculation	Analysis and verification of the Provincial and Metros Business Plans submitted in terms of the relevant frameworks
Data limitations	Incomplete, inaccurate information from the provincial and Metros business plans
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Human Settlements Development plan addressing MTSF priorities and annual Urban Settlements Development plans that support national human settlements development programmes
Indicator responsibility	CD Human Settlements Planning
Portfolio of Evidence	Report on the approved National Human Settlements Development Plans





Indicator title	Intergovernmental Structures maintained for the delivery of Human Settlements sector priorities
Short definition	All Structures that the Department coordinate in delivery human settlements including formal stakeholder structures, international cooperatives and intergovernmental forums are operational in line with the founding documents to contribute to Human Settlements Development
Purpose/importance	To assist in synergising the contributions of all role-players and stakeholders in the human settlements space
Source/collection of data	Stakeholder forums, International Developmental Organisations and Report of the intergovernmental structures
Method of calculation	Participations of all Social Contract partners and HS developmental organisations contributing towards human settlement development
Data limitations	Poor or lack of participation by the role-players and stakeholders in the sector (uncoordinated efforts)
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Synergised contribution by role-players in the Human Settlements sector towards human settlement development
Indicator responsibility	Chief Director Stakeholder Relations and IGR
Portfolio of Evidence	A report on Intergovernmental Structures maintained for the delivery of Human Settlements sector priorities

Indicator title	Policy framework for Human Settlements developed
Short definition	The development of a policy framework for establishing the Human Settlements policy frameworks
Purpose/importance	The policy framework will serve as enabling policy foundation for drafting a legislative framework for Human Settlements focusing on different areas each year i.e. Human settlement development bank, Consumer protection, property practitioners, prevention of illegal evictions and all national policy position regulating Human Settlements space
Source/collection of data	Existing research reports that articulate different functionalities in the Human settlements space and consult with stakeholders in the Human Settlement space
Method of calculation	Reports, evaluations, discussion documents and revised policies.
Data limitations	Management understanding and supporting the policy proposal and availability of stakeholders
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Policy framework for Human Settlements developed
Indicator responsibility	DDG: Human Settlements Delivery frameworks
Portfolio of Evidence	A Policy framework for Human Settlements focusing on the focus area for a particular period (Human Settlements Ombudsman).

## PROGRAMME 3: PROGRAMME MONITORING AND DELIVERY SUPPORT

Objective Indicator	Number of provinces supported on the implementation of human Settlements programmes
Short definition	The indicator measures the support the department provides to provinces in the implementation of the human settlements programmes that includes: <ul style="list-style-type: none"> <li>• Transfer of grants upon confirming the alignment of business plans with priorities</li> <li>• Monitoring implementation progress</li> </ul>
Purpose/importance	The support provided will contribute to the delivery of sustainable human settlements (housing opportunities as highlighted in the MTSF)
Source/collection of data	Reports from Provinces and Municipalities
Method of calculation	Simple count
Data limitations	Inaccurate and incomplete information
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Human settlements programme supported and housing opportunities delivered
Indicator responsibility	DDG: Programme Project Management Unit
Portfolio of Evidence	Progress report on the number of provinces supported on the implementation of human Settlements programmes





Objective Indicator	Number of Provincial departments supported in the implementation of Human Settlements Apex Programmes
Short definition	Implement Programmes to support the implementation of Departmental Apex projects i.e. Informal settlements grading, Rental housing, Catalytic projects, and Mining Towns housing projects through: <ul style="list-style-type: none"> <li>• The NUSP programme;</li> <li>• Community of practices (CoPs) for Project managers and Human Settlements Planners;</li> <li>• Workshops</li> <li>• Capacity assembly – through the Cuban programmes (SACTSP) or other means</li> </ul>
Purpose/importance	To ensure the availability of requisite competencies (skills, knowledge and attitudes) to implement the Departmental Apex projects.
Source/collection of data	Attendance registers, minutes and reports
Method of calculation	Number of provincial departments supported
Data limitations	Lack of cooperation by stakeholders in the sector
Type of indicator	Process
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	COO and DDG: PPMU
Indicator responsibility	Attendance registers, Minutes and Reports on the support provided.
Portfolio of Evidence	Progress report on Provincial departments supported in the implementation of Human Settlements Apex Programmes

Objective Indicator	Number of Evaluation studies conducted
Short definition	Evaluation studies measuring the Impact of human settlements programmes and projects on the quality of the lives of beneficiaries and their living environments
Purpose/importance	Ability to assess whether projects are being conducted effectively, in order to learn from and improve project activities; whether the programme is making a difference to people, groups or communities; and to use that evidence of the impact to advocate for continued implementation/ discontinuation of the programmes
Source/collection of data	Provincial Department of Human Settlements, Municipalities and Beneficiaries
Method of calculation	Qualitative and quantitative
Data limitations	Based on data collected from sampled programmes, projects and beneficiaries
Type of indicator	Impact indicator
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Evaluation studies reports with formal, evidence-based procedures that assess the economic, social, and environmental effects of human settlements programmes and projects
Indicator responsibility	DDG: Programme Project Management Unit
Portfolio of Evidence	Progress report on Evaluation studies conducted

## PROGRAMME 4: HOUSING FINANCE

Objective Indicator	Human Settlements Grants Frameworks approved
Short definition	Grant management reviews the framework from previous financial year and amends conditions or outputs and responsibilities of transferring and receiving officers that will enhance efficiency to ensure correct utilization of the grant.
Purpose/importance	Regularise the use of human settlements grants and ensure that provinces and municipalities spend HSDG and the USDG as per the defined outputs / outcomes.
Source/collection of data	Data will be collected from internal stakeholders, provinces and metropolitan municipalities
Method of calculation	Qualitatively (compliance will be the target)
Data limitations	In-sufficient data from provinces and metropolitan municipalities
Type of indicator	Process
Calculation type	Both cumulative and non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Human Settlement Grants framework approved
Indicator responsibility	CFO
Portfolio of Evidence	Progress report on Evaluation studies conducted



