



**human settlements**

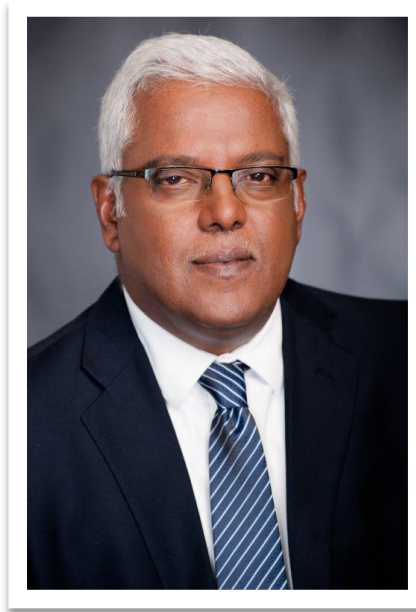
Department:  
Human Settlements  
PROVINCE OF KWAZULU-NATAL

# ANNUAL PERFORMANCE PLAN 2017/18-2019/20



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## FOREWORD



**The Honourable Mr. R.R. Pillay, MPL  
Member of the Executive Council for  
Department of Human Settlements and Public Works  
KwaZulu-Natal**

We are delighted to present the 2017/18 Annual Performance Plan. This Plan is informed by the strategic review process; themed ***“Strong collaboration, decent, integrated and sustainable human settlements*** “which was undertaken by my management team in October 2016. The review process focused on critical service delivery issues, inclusive of an aggressive approach to upgrading informal settlements and accelerating national and provincial priorities. It also focused on the Department’s core values of accountability, commitment to performance, integrity and transparency. The major risk facing the Department with regards to fast tracking service delivery was addressed and risk mitigating factors were put in place.

As part of the planning process, a reflection of the Department’s service delivery performance in relation to the Medium Term Strategic Framework, Outcome 8 targets, was discussed to ascertain the Department’s achievements and challenges towards achieving social transformation in addressing inequalities of the past through the creation of sustainable human settlements.

Whilst it is acknowledged that the Department has made significant strides in the human settlement environment, the Department still needs to proactively pursue more innovative means of addressing key challenges that hinder optimum service delivery.

The President in his State of the Nation Address reiterated that, "Political freedom alone is incomplete without economic emancipation". We affirm that housing delivery has a fundamental role to play in radical socio-economic transformation. The Department remains steadfast in its commitment to addressing amongst others, the upgrading of the informal settlements, the eradication of the temporary residential accommodation in eThekweni and the provision of rental and social housing opportunities. The implementation of the turnaround strategy to address the title deed backlogs, as well as the planning and implementation of catalytic projects, which are deemed to be a major trajectory for improved economic growth, social integration and increased employment opportunities will also be implemented. Emphasis will also be placed on the Military Veterans Programme and Operation Sukuma Sakhe and Emergency housing.

The roll out and implementation of the Master Spatial Plan is anticipated to be a milestone achievement for the Department.

Through the Expanded Public Works Programme, the Department will create job opportunities for emerging youth and women contractors in the construction industry. Furthermore, in all human settlements projects, the use of local labour is prioritized thus empowering the communities in which we build houses.

I wish to also take this opportunity to express my appreciation to Team Human Settlements for their continuous commitment to service delivery.

In conclusion, I wish to confirm that this Annual Performance Plan is aligned to key priority interventions applicable to this Department in its endeavor to improve the lives of the most needy through the creation of sustainable human settlements. Focused attention and effective monitoring will be undertaken to ensure that the performance targets as set out are achieved through innovation and service excellence.



**Honourable Mr. R.R. Pillay, MPL**

**MEC for KwaZulu-Natal Department of Human Settlements and Public Works**



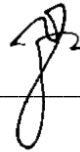
**OFFICIAL SIGN-OFF**

It is hereby certified that this Annual Performance Plan was developed by the management of the Department of Human Settlements in KwaZulu-Natal during a strategic planning session held in October 2016. It takes into account all the relevant policies, reviews and changes, legislation and other mandates for which the KwaZulu-Natal Provincial Department of Human Settlements is responsible. It accurately reflects the strategic outcomes oriented goals and objectives which the KwaZulu-Natal Department of Human Settlements will endeavor to achieve over the 2017/18-2019/20 period.

**Mr. M. Zungu**

**Chief Operations Officer**

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



**Ms. S. Pillay**

**Chief Financial Officer**

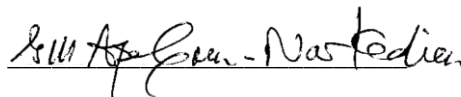
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**Ms. G. Apelgren-Narkedien**

**Accounting Officer**

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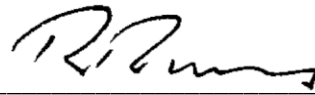


**Approved by:**

**Honourable Mr. R. R. Pillay, MPL**

**MEC for KwaZulu-Natal Department of Human Settlements and Public Works**

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



**GLOSSARY OF TERMS**

<b>ACTT</b>	Anti-Corruption Task Team
<b>AGSA</b>	Auditor General of South Africa
<b>AO</b>	Accounting Officer
<b>APP</b>	Annual Performance Plan
<b>AR</b>	Annual Report
<b>ASGISA</b>	Accelerated and Shared Growth Initiatives for South Africa
<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>BEE</b>	Black Economic Empowerment
<b>BNG</b>	Breaking New Ground
<b>CBD</b>	Central Business District
<b>CETA</b>	Construction Education and Training Authority
<b>CFO</b>	Chief Financial Officer
<b>CG</b>	Conditional Grant
<b>CIDB</b>	Construction Industry Development Board
<b>CIP</b>	Comprehensive Infrastructure Plan
<b>COGTA</b>	Cooperative Governance and Traditional Affairs
<b>CoHoD</b>	Committee of Heads of Departments
<b>CoP</b>	Community of Practice
<b>CRU</b>	Community Residential Unit
<b>DBSA</b>	Development Bank of Southern Africa
<b>DFI</b>	Development Finance Institution
<b>DHS</b>	Department of Human Settlements
<b>DLA</b>	Department of Land Affairs
<b>DMV</b>	Department of Military Veterans
<b>DORA</b>	Division of Revenue Act
<b>DPSA</b>	Department of Public Service and Administration
<b>DTT</b>	Departmental Task Team
<b>EAAB</b>	Estate Agency Affairs Board
<b>EEDBS</b>	Enhanced Extended Discount Benefit Scheme

<b>EPRE</b>	Estimates of Provincial Revenue and Expenditure
<b>EPWP</b>	Expanded Public Works Programme
<b>FET</b>	Further Education and Training
<b>FLISP</b>	Finance Linked Individual Subsidy Programme
<b>GHS</b>	General Household Survey
<b>GIS</b>	Geographical Information System
<b>GRAP</b>	Generally Recognized Accounting Practices
<b>GVA</b>	Gross Value Added
<b>GWEA</b>	Government Wide Enterprise Architecture
<b>HDA</b>	Housing Development Agency
<b>HDP</b>	Housing Development Plan
<b>HH</b>	Households
<b>HOD</b>	Head of Department
<b>HSDG</b>	Human Settlements Development Grant
<b>HSP</b>	Housing Sector Plan
<b>IDP</b>	Integrated Development Plan
<b>IGRFA</b>	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
<b>ISDS</b>	Integrated Sustainable Development Strategy
<b>ISUP</b>	Informal Settlement Upgrade Programme
<b>ITB</b>	Ingonyama Trust Board
<b>IT</b>	Information Technology
<b>IRDPA</b>	Integrated Residential Development Programme
<b>ISRDS</b>	Integrated Sustainable Rural Development Strategy
<b>KZN</b>	KwaZulu-Natal
<b>KZNDHS</b>	KwaZulu-Natal Department of Human Settlements
<b>KZNPA</b>	KwaZulu-Natal Provincial Administration
<b>LEFTEA</b>	Less Formal Township Establishment Act, 1991
<b>MBASA</b>	Master Builders Association of South Africa
<b>MEC</b>	Member of Executive Council
<b>MI</b>	Mortgage Insurance

<b>MIG</b>	Municipal Infrastructure Grant
<b>MINMEC</b>	Ministers and Members of Executive Councils
<b>MHDP</b>	Municipal Housing Development Plan
<b>MHSP</b>	Municipal Housing Spatial Plan
<b>MOU</b>	Memorandum of Understanding
<b>MSP</b>	Master Spatial Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTOP</b>	Medium Term Operational Plan
<b>MTSF</b>	Medium Term Strategic Framework
<b>MYHD</b>	Multi Year Housing Development Plan
<b>NDHS</b>	National Department of Human Settlements
<b>NHBRC</b>	National Home Builders Registration Council
<b>NHFC</b>	National Housing Finance Corporation
<b>NDP</b>	National Development Plan
<b>NSDA</b>	Negotiated Service Delivery Agreement
<b>NSDP</b>	National Spatial Development Plan
<b>NURCHA</b>	National Urban Reconstruction & Housing Agency
<b>NUSP</b>	National Upgrading Support Programme
<b>OSD</b>	Occupational Specific Dispensation
<b>OSS</b>	Operation Sukuma Sakhe
<b>OPSCAP</b>	Operational Capital
<b>OTP</b>	Office of the Premier
<b>PES</b>	Provincial Equitable Share
<b>PFMA</b>	Public Finance Management Act
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>PHDP</b>	Provincial Housing Development Plan
<b>PHP</b>	Peoples Housing Process
<b>PIAS</b>	Provincial Internal Audit Services
<b>PIE</b>	Prevention of Illegal Eviction from and Unlawful Occupation of Land Act



<b>PPC</b>	Provincial Planning Commission
<b>PSEDS</b>	Provincial Spatial Economic Development Strategy
<b>PSETA</b>	Provincial Sector of Education and Training Agency
<b>RDP</b>	Reconstruction and Development Programme
<b>RHLF</b>	Rural Housing Loan Fund
<b>SABS</b>	South African Bureau of Standards
<b>SALGA</b>	South African Local Government Association
<b>SCM</b>	Supply Chain Management
<b>SDG</b>	Sustainable Development Goals
<b>SDIP</b>	Service Delivery Improvement Plan
<b>SHA</b>	Social Housing Association
<b>SHF</b>	Social Housing Foundation
<b>SHI</b>	Social Housing Institution
<b>SHRA</b>	Social Housing Regulatory Authority
<b>SHSS</b>	Sustainable Human Settlement Strategy
<b>SIP</b>	Strategic Infrastructure Project
<b>SITA</b>	State Information Technology Agency
<b>SMME</b>	Small Medium and Micro Enterprises
<b>SOE</b>	State Owned Enterprises
<b>SLA</b>	Service Level Agreement
<b>TEC</b>	Technical Evaluation Committee
<b>TRA</b>	Temporary Residential Accommodation
<b>TR</b>	Treasury Regulations
<b>TRP</b>	Title Deed Restoration Programme
<b>VIP</b>	Ventilated Improved Pit

# PART A

## STRATEGIC OVERVIEW



## 1. STRATEGIC OVERVIEW

### VISION

Together Breaking New Ground to achieve decent, integrated and sustainable human settlement patterns.

### MISSION

To deliver suitably located housing opportunities and security of tenure over the next five years through collaborative partnerships, legislative planning processes and empowerment of women in construction.

### VALUES

The Department subscribes to the principles of Batho Pele and embraces the following key values:

Commitment to performance;

- Trust and honesty;
- Transparency and consultation;
- Integrity; and
- Accountability.

CORE VALUES / PRINCIPLES FOR THE DEPARTMENT OF HUMAN SETTLEMENTS	
<b>Commitment to performance</b>	We will continue to motivate our staff to work hard and efficiently through recognition while providing service excellence at all times.
<b>Trust and honesty</b>	We provide service impartially, fairly, equitably and without bias.
<b>Transparency and consultation</b>	We will be open about our day to day activities, how much our Department receives and how that money is spent. Annual reports, strategic plans, service commitment charters, etc. will be made available to the public.
<b>Integrity</b>	Integrity means doing the right thing at all times and in all circumstances, whether or not anyone is watching. It takes having the courage to do the right thing, no matter what the consequences will be. Building a reputation of integrity takes years.
<b>Accountability</b>	We will continue to be answerable for both our financial and non-financial performance. The publishing of the Annual Report will provide an accurate reflection of the functioning of the Department.

**STRATEGIC GOALS**

The Department's strategic goals are summarised as follows:

1.	<b>Transform Provincial Human Settlement Services</b>
2.	<b>Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements</b>
3.	<b>Improving the quality of delivery of services</b>

<b>Strategic Goal 1</b>	<b>Transform Provincial Human Settlement Services</b>
<b>Goal Statement</b>	Transform Provincial Human Settlement Services
	Number of the HSDG business plans reviews undertaken to ensure that targets are realistic and in line with Departmental priorities and budgets (10)
	3year financial plan linked to the HSDG business plan (5)
	Approved Human Resource Plan reviewed annually (3)
<b>Rationale</b>	Fully fledged, proficient resources ensuring the attainment of the strategic objectives of the Department and administrative support.
<b>Impact</b>	<p>Increased spatial access, equity, efficiency, effectiveness and utilization of human settlements.</p> <ul style="list-style-type: none"> <li>• Improved Human Resource Management including reconfiguration of the organisational structure, appropriate placement of staff [appropriate skills mix and competencies], strengthened performance management and decreased vacancy rates.</li> <li>• Increased Financial &amp; Supply Chain Management efficiency and accountability to improve revenue generation (rentals) and value for money.</li> <li>• Budget aligned with service delivery priorities and needs.</li> <li>• Improved governance and leadership including regulatory framework compliance, and reviewed policies and delegations to facilitate implementation of the Strategic Plan.</li> <li>• Improved information systems, data quality and information management, and improved performance monitoring and reporting.</li> <li>• Strengthened infrastructure to improve service delivery.</li> </ul>
<b>Linkages</b>	Outcome 12, PGDP Goal 6

<b>Strategic Goal 2</b>	<b>Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements</b>
<b>Goal Statement</b>	Provide an enabling environment and supportive and integrative structure allowing for the successful development of human settlements
<b>Strategic Objective indicator and Target</b>	Number of new catalytic projects implemented (5)
<b>Rationale</b>	Improved compliance with legislative/ policy requirements and Core Standards for quality service delivery in order to improve delivery outcomes.
<b>Impact</b>	<ul style="list-style-type: none"> <li>• Capacitation of municipalities, community structures, emerging contractors</li> <li>• Improved performance towards achieving the MDG targets.</li> <li>• Improved spatial planning of projects/settlements</li> </ul>
<b>Linkages</b>	Outcome 8, PGDP Goal 3, SDG 1 & 11

<b>Strategic Goal 3</b>	<b>Improving the quality of delivery services</b>
<b>Goal Statement</b>	Achieving the best possible human settlements outcomes within the funding envelope and available resources.
<b>Strategic Objective indicator and target</b>	Urban housing opportunities (112,803)
<b>Strategic Objective indicator and Target</b>	Number of additional restructuring zones declared by the National Minister of Human Settlements (6)
<b>Strategic Objective indicator and Target</b>	Number of transfers (27,164)
<b>Rationale</b>	Efficient and well-functioning sustainable human settlements with the potential to respond to emergency housing disasters and informal settlement eradication needs in the Province.
<b>Impact</b>	<ul style="list-style-type: none"> <li>• Improved human settlements outcomes, upgraded households in informal settlements</li> <li>• Improved quality of life</li> <li>• Eradication of slums</li> <li>• Promote security of tenure</li> </ul>
<b>Linkages</b>	Outcome 8, PGDP Goal 3, SDG 1 & 11

In terms of the approved 2015-2020 Strategic Plan, only refinements to the strategic objective indicators and targets of the strategic objectives have been made. All other strategic information inclusive of the vision, mission, goals and strategic objectives remain unchanged. These changes are reflected in Annexure D on this document.



**STRATEGIC OBJECTIVES LINKED TO STRATEGIC GOALS**

Strategic Goals	Strategic Objective	Programme
<b>Transform Provincial Human Settlement Services</b>	1. Ensure financial viability of the Department	Programme 1
	2. Provision of skilled resources	Programme 1
<b>Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements</b>  <b>Improving the quality of delivery services</b>	1. Implement projects that ensure spatial, social and economic integration	Programme 2
	2. Accelerate the delivery of slums clearance projects and Outcome 8 Projects	Programme 3
	3. Accelerate the creation of rental housing opportunities, and implement projects that ensure spatial, social and economic integration	Programme 3
	4. To fast-track the transfer of the title deeds to promote home ownership	Programme 4

The Five Priorities of government for the period 2014/15-2018/19 are:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
- Rural development, land reform and food security;
- Education;
- Health; and
- Fighting crime and corruption.

These Five Priorities are supplemented by the recognition of the need to:

- Expand access to **housing and basic services**;
- Expand our democracy and build a developmental state;
- Promote social cohesion and nation building; as well as to
- Contribute to a better Africa and a just world.

The Department is further committed to the National Development Plan and Chapter 8 of the Vision 2030. Chapter 8 of the Plan relates to transforming human settlements and the national space economy to “create the conditions for more humane and environmentally sustainable living and working environments” and achieving a “decent standard of living”. Emphasis is further placed on a holistic approach, including access to employment opportunities, provision of transport to work, housing and basic services.

The Provincial Growth and Development Strategy as well as the Provincial Growth and Development Plan are also key strategic planning tools that inform the development of human settlements within the Province.

**MEDIUM TERM STRATEGIC FRAMEWORK**

The Departmental Medium Term Strategic Framework priorities for 2014/15 to 2018/19 in line with the National sector priorities are as follows:

MTSF	Performance Indicator	Provincial Target over MTSF	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Informal Settlements upgraded to Phase 2</b>	Number of projects implemented	317	61	52	62	76	66
<b>Housing opportunities through the People's Housing Process</b>	Number of houses built	13,231	2,611	2,670	2,550	2,550	2,850
<b>Affordable rental housing opportunities</b>	Number of houses/units built	4,708	672	463	1,155	1,195	1,223
<b>Affordable housing opportunities (utilising the Government Guarantee policy and the Finance-Linked Individual Subsidy Scheme)</b>	Number of houses built	927	117	175	200	210	225
<b>Investment in public spaces</b>	Number of projects completed	9	-	-	9	-	-
<b>Eradication of title deeds backlog</b>	Number of transfers	46,576	5,042	7,040	10,308	12,619	11,567
<b>Availability of well-located land</b>	Number of hectares acquired	4,157	255	513	330	1,218	1,841
<b>Use of catalytic projects to direct investments</b>	Number of projects implemented	6	1	5	-	-	-
<b>Accreditation and assignment of municipalities</b>	Number of municipalities accredited	5	-	-	5	-	-
<b>Installation of sanitation facilities for households in rural areas with high backlogs</b>	Number of Ventilated Improved Pits (VIP) installed	16,338	4,897	3,453	4,265	4,352	4,268

MTSF	Performance Indicator	Provincial Target over MTSF	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Engagement with HDA and SHRA</b>	Medium Term Operational Plan Operationalised	Operational Plan operationalised for HDA		Operational Plan operationalised for HDA	-	-	-
<b>Strengthen coordination with key Departments contributing to human settlements development especially COGTA, Water Affairs (Water Boards), Environment, Public Enterprise, Energy (Eskom); etc.</b>	Number of governance structures established	1	-	1	-	-	-

### PLANNING PROCESS

With guidance and leadership from the MEC for Human Settlements and the Head of Department, the Department conducted a strategic planning review workshop in the 3<sup>rd</sup> quarter of 2016/17 to review performance and determine strategic priorities for the 2017/18 Annual Performance Plan. The workshop was themed “Strong collaboration, decent, integrated and sustainable human settlements” and focussed on the need for greater planning and aggressive social engineering to ensure that more is done with less. Consultations have further been undertaken with the Programme Managers to provide the necessary input towards the compilation of this plan.

### PROVINCIAL PRIORITIES FOR 2017/18

Provincial priorities for 2017/18 are clearly noted in Part B of the APP as part of the introduction to each Programme.

## NOTES ON THE PRESENTATION OF CORE BUSINESS FOR 2017/18

The format for the Annual Performance Plan has been determined by the National Treasury. The format is in line with Treasury requirements. Core performance indicators [per Budget Programme] have been determined by the National Department of Human Settlements in consultation with National Treasury referred to as “National Sector Performance Indicators” in Part B of the APP. These indicators are monitored quarterly and formal reports submitted to Provincial and National Treasury and the National Department of Human Settlements “Provincial Quarterly Performance Report”.

Provinces have the responsibility to add performance indicators and targets, in addition to Treasury indicators, in order to actively monitor and report on progress and outcomes. Provincial indicators and targets are reflected in Part B of the APP under “Provincial Performance Indicators”. Quarterly targets indicated in the same section will provide measures against which to monitor progress on a quarterly basis.

Other core and sub-set indicators are included in the Monitoring & Evaluation Framework to regulate quarterly reporting. Operational Plans incorporate sub-set indicators and targets to ensure comprehensive reporting against priorities.

## 2. LEGISLATIVE AND POLICY MANDATES

### 2.1 CONSTITUTIONAL AND LEGISLATIVE MANDATES

The Department’s core functions are mandated by the following key legislation:

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
<b>Housing Act 107 of 1997</b>	Housing Amendment Act, 2006  White Paper A New Housing Policy and Strategy for South Africa	Provision of a policy framework for the accreditation of municipalities. Provides for the assignment of powers to accredited municipalities. Provision of restriction on sale of state-subsidized housing. To provide for the allocation of money in Fund to provincial governments.
<b>Social Housing Act 16 of 2008</b>	Social Housing Act , 2008	To establish and promote a sustainable social housing environment; To define the functions of national, provincial and local governments in respect of social housing; To provide for the establishment of the Social Housing Regulatory Authority in order to regulate all social housing institutions obtaining or having obtained public funds; To allow for the undertaking of approved projects by other delivery agents with the benefit of public money; To give statutory recognition to social housing Institutions.
<b>Rental Housing Act 50 of 1999</b>	Rental Housing Amendment Bill, 2006	Provision for rulings by Rental Housing Tribunals; to expand the provisions pertaining to Leases; to make further provision for the filling of vacancies in Rental Housing.

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
<b>Housing Consumers Protection Act, 1998</b>	Housing Consumer's Protection Measures Amendment Act, 2006	To make provision for late enrolment and non-declared late enrolment; to make provision for the position of owner builders; to extend the warranty scheme to include roof leaks; to make provision for the use of money or moneys in the fund; to extend the offences created in the Act and to amend provisions pertaining to the granting of exemption by the Council and lodging of appeals with the Minister.
	KZN Amafa and Research Institute Bill, 2016	The Bill seeks to amalgamate Amafa aKwaZulu- Natali with the Chief Directorate: Heritage within the Office of the Premier "OTP" so as to establish a statutory Institute to conduct both basic and applied research to generate relevant knowledge and contribute solutions to challenges within the field of heritage within the Province and to manage and conserve heritage resources in KZN.
	Tax Administration Laws Amendment Act, 2015	<p>The amendments are as follows:</p> <ul style="list-style-type: none"> <li>• If the seller does not submit a return in respect of that year of assessment within 12 months after the end of that year of assessment, the payment of that amount is deemed to be a self-assessment in terms of section 95(3) of the Tax Administration Act;</li> <li>• 'provisional tax' means any payment in respect of liability for normal tax required to be made in terms of paragraph 17;</li> <li>• [a person exempt from payment of provisional tax in terms of paragraph 18] person in respect of whose liability for normal tax for the relevant year of assessment payments are required to be made under section 33; natural person who does not derive any income from the carrying on of any business, if the taxable income of that person for the relevant year of assessment does not exceed the tax threshold; or the taxable income of that person for the relevant year of assessment which is derived from interest, dividends, foreign dividends and rental from the letting of fixed property does not exceed R30 000 and a small business funding entity.</li> </ul>
	Revenue Laws Amendment Act, 2016	<p>The definition of pension fund is as follows: the fund is a permanent fund <i>bona fide</i> established for the purpose of providing annuities for employees on retirement from employment or for the dependents or nominees of deceased employees, or mainly for the said purpose and also for the purpose of providing benefits other than annuities for the persons aforesaid or for the purpose of providing any benefit contemplated in paragraph 2C of the Second Schedule or section 15A or 15E of the Pension Funds Act. The rules of the fund provide—</p> <ul style="list-style-type: none"> <li>• that all annual contributions of a recurrent nature to the fund shall be in accordance with specified scales;</li> <li>• that membership of the fund throughout the period of employment shall be a condition of the employment by the employer of all persons of the</li> </ul>



LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
		<p>class or classes specified therein who enter his or her employment on or after the date upon which—</p> <p>(aa) the fund comes into operation; or</p> <p>(bb) the employer becomes a participant in that fund;</p> <ul style="list-style-type: none"> <li>• that persons who immediately prior to the said date were employed by the employer and who on the said date fall within the said class or classes may, on application made within a period of not more than 12 months as from the said date, be permitted to become members of the fund on such conditions as may be specified in the rules;</li> <li>• that not more than one-third of the total value of the retirement interest may be commuted for a single payment, and that the remainder must be paid in the form of an annuity (including a living annuity) except where two-thirds of the total value does not exceed R165 000 or where the employee is deceased: Provided that in determining the value of the retirement interest an amount calculated as follows must not be taken into account;</li> </ul> <p>(aa) in the case of a person who is a member of a provident fund and who is 55 years of age or older on 1 March 2018—</p> <ul style="list-style-type: none"> <li>• any amount contributed to a provident fund of which that person is a member on 1 March 2018;</li> <li>• with addition of any other amounts credited to the member's individual account of the provident fund prior to 1 March 2018; and</li> <li>• any fund return, as defined in the Pension Funds Act, in relation to the contributions contemplated in subparagraph (i) or amounts credited contemplated in subparagraph (ii); or (bb) in any other case of a person who is a member of a provident fund—</li> <li>• (i) any amount contributed to a provident fund prior to 1 March 2018; (ii) with addition of any other amounts credited to the member's individual account of the provident fund prior to 1 March 2018; and</li> <li>• any fund return, as defined in the Pension Funds Act, in relation to the contributions contemplated in subparagraph (i) or amounts credited contemplated in subparagraph (ii).</li> </ul>

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
	Critical Infrastructure Bill, 2016	<p>The intention of the legislature in introducing the Bill (the Act) is to ensure that Critical Infrastructure is protected from destruction or vandalism so that service delivery may not be compromised or hampered.</p> <p>Destruction or vandalism of critical infrastructure may be prevented or avoided or deterred only if stiff sentences are imposed against people who contravene the Bill (the Act).</p> <p>The Bill in its current form only prescribes maximum sentences that may be imposed by the Courts, i.e., the Bill does not prescribe minimum sentence which the Courts must impose against individual who contravene the Bill /the Act.</p> <p>In order for the legislature to realize its objectives it would have been prudent for the Bill to prescribe minimum sentences which the Courts should not depart from in absence of any compelling and exceptional circumstances. In the absence of minimum sentences, the Courts will have discretion to sentence any person who contravenes the Act to any sentence [up to the maximum sentence] which may be a suspended prison sentence, a fine or prison sentence or combination of the above sentences.</p>
	Rates and Monetary Amounts and Amendment of Revenue Laws Act, 2015	To fix the rates of normal tax; to amend the Transfer Duty Act, 1949, so as to amend rates of transfer duty and monetary thresholds; to amend the Income Tax Act, 1962, so as to amend rates of tax and monetary amounts; to amend the Customs and Excise Act, 1964, so as to amend rates of duty in Schedule 1 to that Act.
<b>Home Loan and Mortgage Disclosure Act, 2000</b>	Amended by National Credit Act 34 of 2005 from 1 June 2006: Section 13 Amended by Prevention and Combating of Corrupt Activities Act 12 of 2004 from 28 Apr 2004: Section 8	The amendment omits the reference to the repealed Agricultural Credit Act, 1966 (Act No. 28 of 1966) in section 8(2)(c) of the Act.
<b>Disestablishment of South African Housing Trust Limited Act, 2002</b>	No recent amendment	All rights and assets of the Company, including the administrative, financial and other records of the Company, vest in the National Housing Finance Corporation (as per the Housing Act), all obligations and liabilities of the Company now vest in the Government as part of the national debt. Thus the Government must meet these obligations and liabilities. Repeal the Africa Institute of South Africa Act, 2001.
<b>KwaZulu-Natal Housing Act, 1998 (12 of 1998 as Amended)</b>	No recent amendment	Chapter 4 provides that: The Department shall be responsible for the administration of the bank account of the Fund and manage and coordinate housing development in the Province. The Department shall, subject to national and provincial housing policy and after consultation with the Minister, on behalf of the Provincial Government: (a) undertake projects; (b) maintain, sell, or lease dwellings and other immovable property;

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
		<p>(c) notwithstanding anything to the contrary in any law and either with the prior consent of the owner or following the expropriation of such land, perform such work and undertake such projects on privately owned land as the Minister may, subject to such terms and conditions as he or she may determine, approve;</p> <p>(d) determine provincial policy in respect of housing development;</p> <p>(e) promote the adoption of provincial legislation to ensure effective housing delivery; and</p> <p>(f) prepare and maintain a multi-year plan in respect of the execution in the province of every national and provincial housing programme, which is consistent with a national and provincial housing policy.</p>
<b>Sectorial Titles Act, 1986(95 of 1986, as amended by Act 24 &amp; 29 of 2003)</b>	Sectional Titles Amendment Act, 2013	Amended the Sectional Titles Act, 1986, to further regulate notification of the intended establishment of schemes and the sale of units to lessees; to provide for the cancellation of registered sectional plans in a prescribed manner; to regulate the issuing of a certificate of registered section a little in respect of a fraction of an undivided share in a section; to provide for the deletion of an obsolete reference; to provide for the registration of a transfer of apart of the common property with the consent of the owners of the sections and the holders of registered real rights; to provide for the endorsing of title deeds to reflect amended participation quota schedules; to regulate the alienation of a portion of land over which a real right of extension or part thereof is registered; to provide for the consent of holders of registered real rights over exclusive use areas to the alienation of common property; to provide for the cession of a mortgage real right of extension and a mortgage real right of exclusive use area; to provide for the cancellation of part of a section pursuant to an expropriation; to further provide for the consent of bondholders with the registration of a sectional plan of extension; to provide for the issuing of more than one certificate of real right of extension and more than one certificate of real right of exclusive use area.
<b>Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998</b>	No recent amendments	This Act provides for the prohibition of unlawful eviction; it further provides for procedures for the eviction of unlawful occupiers. This Act is very important for the Department as it constantly either institutes eviction proceedings against an unlawful occupier/ land invader(s) or the Department defends mass evictions of unlawful occupiers/ invaders.
<b>Housing Development Schemes for Retired Persons Act, 1998(65 of 1988) as amended by 20 of 1998</b>	No recent amendments	This Act amends the Housing Development Schemes for Retired Persons Act, 1988, so as to define right of occupation; to make further provision concerning the contents of a contract in terms of which a housing interest is alienated to a retired person; to provide that land subject to a right of occupation may only in certain circumstances be alienated; to provide that a developer may not alienate a right of occupation in relation to a housing interest which originated after a certain date unless the title deed of the land concerned has been endorsed to the effect that the land forms the subject of a housing development scheme; to provide for exemption from the operation of the provisions of the said Act; to extend the powers of the Minister to make

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
		regulations; and to increase certain fines; and to provide for incidental matters.
<b>National Building Regulations and Building Standards Act 103 of 1977</b>	National Building Regulations and Building Standards Amendment Act, 1995	Amended the National Building Regulations and Building Standards Act, 1977, by empowering a local authority to accept the appointment of certain persons registered in terms of the Engineering Profession of South Africa Act, 1990.
<b>Construction Industry Development Board Act, 2000</b>	No recent amendments	This Act provides for the establishment of the Construction Industry Development Board; it further implements an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.
<b>Preferential Procurement Policy Framework Act, 2000</b>	No recent amendments	This Act gives effect to Section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in Section 217 (2) of the Constitution.
<b>Housing Development Agency Act 2008</b>	No recent amendments	This Act establishes the Housing Development Agency; it further provides for the Agency's functions and powers; and for matters connected therewith.
<b>National Environmental Management Act, 1998</b>	National Environmental Management Amendment Act, 2008	Amends the National Environmental Management Act, 1998, to further regulate environmental authorizations; to empower the Minister of Minerals and Energy to implement environmental matters in terms of the National Environmental Management Act, 1998, in so far as it relates to prospecting, mining, exploration, production or related activities on a prospecting, mining, exploration or production area; to align environmental requirements in the Mineral and Petroleum Resources Development Act, 2002, with the National Environmental Management Act, 1998, by providing for the use of one environmental system and by providing for environmental management programmes, consultation with State Departments, exemptions from certain provisions of the National Environmental Management Act, 1998, financial provision for the remediation of environmental damage, the management of residue stockpiles and residue deposits, the recovering of cost in the event of urgent remedial measures and the issuing of closing certificates as it relates to the conditions of the environmental authorization.
<b>Communal Land Rights Act 2004</b>	No recent amendments	This Act provides for legal security of tenure by transferring communal land, including KwaZulu-Natal Ingonyama land, to communities, or by awarding comparable redress; to provide for the conduct of a land rights enquiry to determine the transition from old order rights to new order rights; to provide for the democratic administration of communal land by communities; to provide for Land Rights Boards; to provide for the co-operative performance of municipal functions on communal land.
<b>Communal Property Associations Act 1996</b>	Communal property Associations Amendment Bill, 2016	Amends the Communal Property Associations Act, 1996, so as to extend the application of the Act to labour tenants who acquired land; to provide for the establishment of a Communal Property Associations Office and the appointment of a Registrar of Communal Property Associations; to provide for general plans for land administered by an association; to repeal the provisions relating to provisional associations; to provide improved

LEGISLATION	DATE OF AMENDMENT	IMPLICATIONS FOR THE DEPARTMENT
		protection of the rights of communities in respect of movable and immovable property administered by an association; to provide for name changes of associations; to improve the provisions relating to the management of an association that has been placed under administration; to provide clarity on the content of an annual report in respect of associations; to make provision for transitional arrangements.
<b>Deeds Registries Act 47 of 1937</b>	Deeds Registries Amendment Act 34 of 2013	Amends the Deeds Registries Act, 1937, so as to provide discretion in respect of the rectification of errors in the name of a person or the description of property mentioned in deeds and other documents; to provide for the issuing of certificates of registered title taking the place of deeds that have become incomplete or unserviceable; to substitute an obsolete reference; to substitute an outdated heading; to delete reference to the repealed Agricultural Credit Act, 1966; to further regulate the updating of deeds in respect of the change of names of companies, close corporations and the surnames of women.
<b>Extension of Security of Tenure Act 62 of 1997</b>	Security of Tenure Amendment Act, 2015	Amends the Extension of Security of Tenure Act, 1997, so as to substitute the provision of subsidies with tenure grants; to further regulate the rights of occupiers; to provide for legal representation for occupiers; to further regulate the eviction of occupiers by enforcing alternative resolution mechanisms provided for in the Act; to provide for the establishment and operation of a Land Rights Management Board; to provide for the establishment and operation of Land Rights Management Committees to identify, monitor and settle land rights disputes.
<b>Land Administration Act 2 of 1995</b>	Land Administration Amendment Act, 1996	Amends the Land Administration Act, 1995, so as to delete the definition of "proclaimed area"; to insert a definition of "Director-General" and to insert a definition of "Minister" in the Afrikaans text; to make further provision for the delegation of powers; to repeal the section which confers upon the President certain powers with regard to laws in a proclaimed area.
<b>Expropriation Act, 1951 as repealed by Act 63 of 1975</b>	Expropriation Amendment Act, 1992	Amends the Expropriation Act, 1975 so as to extend the power to expropriate to any minister responsible for the administration of works and land affairs; to restrict expropriation by Transnet to expropriation under the Legal Succession to the South African Transnet Services Act, 1989; to extend payment of compensation in respect of unregistered rights; to extend penal provisions; to regulate offers and claims relating to compensation, payment of interest, payment of legal costs and withdrawal of expropriation.
<b>State Land Disposal Act 48 of 1961</b>	No recent amendments	This Act provides for the disposal of certain State land and for matters incidental thereto, and it further prohibits the acquisition of State land by prescription.
<b>Government Immovable Asset Management Act 19 of 2007</b>	No recent amendments	Provides for a uniform framework for the management of an immovable asset that is held or used by a national or provincial Department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial Department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial Department.



## 2.2 POLICY AND PROGRAMME MANDATES

The Department's core functions are informed by the following policies:

NAME OF POLICY	MANDATE
<p><b>Informal Settlement Upgrading Strategy for KwaZulu-Natal</b></p>	<p>A key objective of the Strategy is to give effect to the KwaZulu-Natal Elimination and Prevention of Re-Emergence of Slums Act (Act No. 6 of 2007). The purpose of this Act is to provide for: 'the progressive elimination of slums in the Province of KwaZulu-Natal; measures for the prevention of the re-emergence of slums and the upgrading and control of existing slums.' The Act obliges all Municipalities to assess the status of informal settlement and to plan accordingly. An additional and overriding objective for the KZN Department is however also to address and comply with the National Department's Outcome 8 National Development Agreement which places a high priority on the upgrading of Informal Settlements with access to basic services and secure tenure.</p> <p>In addition to this the more specific objectives of the Strategy include:</p> <ul style="list-style-type: none"> <li>• Enhancing the Housing Sector Planning process by including a Slum Clearance Programme;</li> <li>• Promoting sector alignment in terms of IDP, Integrated Sustainable Human Settlements, Area Based Planning, Spatial Restructuring;</li> <li>• Developing an informal settlement plan of action and to implement it together with the affected municipalities; and</li> <li>• Promoting community participation in formulation and implementation of Slum Clearance Programme.</li> </ul>
<p><b>The Integrated Sustainable Rural Development Strategy, November 2000</b></p>	<p>The Integrated Sustainable Rural Development Strategy (ISRDS) is designed to realize a vision that will attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities that is able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development.</p> <p><b>Section 1:</b> Outlines evaluation of international approaches to rural development, which have hinged around inadequate local capacity and tendencies to excessive centralization of decision making.</p> <p><b>Section 2</b> presents a characterization of rural South Africa. It identifies those that are widely associated with rural conditions around the world.</p> <p><b>Section 3</b> outlines the legal and policy framework for rural development in South Africa and outlines some achievements in the period 1994 to 2000.</p> <p><b>Section 4</b> presents the elements behind the vision of the ISRDS namely; rural development, sustainability, integration and the rural safety net.</p> <p><b>Section 5</b> presents the operational approach of the ISRDS i.e. build immediately on existing programmes of government through a well-coordinated, bottom-up approach to rural local economic development.</p> <p><b>Section 6</b> highlights some complementary measures to support the ISRDS namely; human resource development and capacity building, land reform, community based income generation projects, social assistance and safety nets and rural finance.</p> <p><b>Section 7</b> presents the proposed institutional arrangements, which will operate in the political and operational areas.</p> <p><b>Section 8</b> identifies five implementation elements of the strategy comprising: institutional arrangements, establishment of an information and knowledge base, development of planning and monitoring systems, establishing mechanisms of coordination and stakeholder mobilization.</p>

NAME OF POLICY	MANDATE
<b>The National Housing Code, 2009</b>	<p>The Code sets the underlying policy principles, guidelines and norms and standards which apply to Government's various housing assistance programmes introduced since 1994 and updated. It also identifies various housing subsidy instruments available to assist low income households to access adequate housing. It further provides for the qualification criteria per subsidy instrument and the process that needs to be followed in order to access the specific instrument.</p>
<b>The National Spatial Development Perspective, 2006</b>	<p>The document comprises:</p> <ul style="list-style-type: none"> <li>• A set of principles and mechanisms for guiding infrastructure investment and development decisions;</li> <li>• A description of the spatial manifestations of the main social, economic and environmental trends that should form the basis for a shared understanding of the national space economy; and</li> <li>• An interpretation of the spatial realities and the implications for government intervention.</li> </ul> <p>In order to contribute to the broader growth and development policy objectives of Government the document advocates the following five principles:</p> <p><b>Principle 1:</b> Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.</p> <p><b>Principle 2:</b> Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.</p> <p><b>Principle 3:</b> Beyond the constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.</p> <p><b>Principle 4:</b> Efforts to address past and current social inequalities should focus on people, not places.</p> <p><b>Principle 5:</b> In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers.</p>
<b>Building capacity of housing stakeholders (especially municipalities)</b>	<p>The Housing Act 107 of 1997 provides that all reasonable and necessary steps to support municipalities in the exercise of their power and the performance of their duties in respect of housing development.</p> <p>Section (2) (e) states that National and Province must support and strengthen the capacity of municipalities to manage their own affairs to exercise their powers and performs their duties in respect of housing development.</p> <p>The Housing Accreditation programme is meant to support the municipalities.</p>
<b>Outcome 8: Medium Term Strategic Framework 2014-2019</b>	<p>The framework focuses on policy and funding reforms to achieve the following:</p> <ul style="list-style-type: none"> <li>• Better spatial planning to better target resource allocation;</li> <li>• Ensuring that poor households have adequate housing in better living environments; and</li> <li>• Supporting the development of a functionally and equitable residential property market improving institutional capacity; and coordination.</li> </ul> <p>In order to achieve the vision of sustainable human settlements and improved quality of household life the Department drives effective programmes to achieve the following:</p> <ul style="list-style-type: none"> <li>• Adequate housing and improved quality living environments;</li> <li>• A functionally equitable residential property market; and</li> </ul>

NAME OF POLICY	MANDATE
	<ul style="list-style-type: none"> <li>Enhanced (institutional) capabilities for effective coordination of spatial investment decisions.</li> </ul>
<p><b>Provincial Growth and Development Plan</b></p>	<p><b>Strategic Objective 3.4: Sustainable human settlements</b></p> <p>The provision of a house remains an important part of human settlements. It is now common cause that livable human settlements require decent planning that involves: designing a safe environment; infrastructure that allows and enables economic activity; delivery of services and social facilities as well as good maintenance capacity. This desired human settlement has been slow to materialize and the causes are many and varied, yet not insurmountable. This intervention is about finding an appropriate institutional mechanism to achieve a coordinated and aligned service delivery programme, with the Department being the driver of this institutional mechanism as they are most acutely affected by the uncoordinated service delivery response.</p>
<p><b>National Development Plan</b></p>	<p>Chapter 8: Transforming Human Settlements</p> <p>The objectives include the following:</p> <ul style="list-style-type: none"> <li>Strong and efficient spatial planning system, well integrated across the spheres of government;</li> <li>Upgrade all informal settlements on suitable, well located land by 2030;</li> <li>More people living closer to their places of work; and</li> <li>More jobs in or close to dense, urban townships.</li> </ul> <p>Actions:</p> <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved coordination;</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements;</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people;</li> <li>Conduct a comprehensive review of the grant and subsidy regime for housing with a view to ensure diversity in product and finance options that would allow for more household choice and greater spatial mix and flexibility; and</li> <li>Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.</li> </ul>
<p><b>Breaking New Ground - A Comprehensive Plan for the Development of Sustainable Human Settlements</b></p>	<p>The specific objectives include:</p> <ul style="list-style-type: none"> <li>Accelerating the delivery of housing as a key strategy for poverty alleviation;</li> <li>Utilizing provision of housing as a major job creation strategy;</li> <li>Ensuring property can be accessed by all as an asset for wealth creation and empowerment;</li> <li>Leveraging growth in the economy;</li> <li>Combating crime, promoting social cohesion and improving quality of life for the poor; and</li> <li>Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.</li> </ul> <p>The Department will enhance its contribution to spatial restructuring by:</p> <ul style="list-style-type: none"> <li>Progressive Informal Settlement Eradication;</li> <li>Promoting Densification and Integration;</li> <li>Enhancing Spatial Planning;</li> <li>Enhancing the location of new housing projects;</li> <li>Supporting Urban Renewal and Inner City Regeneration;</li> <li>Developing social and economic infrastructure; and</li> <li>Enhancing the Housing Product.</li> </ul>

### 3. UPDATED SITUATIONAL ANALYSIS

#### 3.1 POPULATION PROFILE AND DEMOGRAPHIC CHARACTERISTICS

In terms of the 2016 mid-year population statistics as issued by Statistics South Africa, the estimated population of the Province of Kwa-Zulu Natal has grown from 10.27 million in 2011 to 11.1 million (19,9%) in 2016, making the province the 2<sup>nd</sup> most populated province in South Africa although it is the 3<sup>rd</sup> smallest province by area.

The population has grown gradually from 8.57 million in 1996. However, its share of the national population has declined from 21.1% in 1996 to 19.8% in 2016. 52% of the KZN population is females while males make up 48%.

In addition, approximately 23% (3,86 million) of individuals younger than 15 years, live in KwaZulu-Natal. It is assumed that the total fertility rates will decline. Furthermore, the provincial average life expectancy at birth for females are higher than males, 58,7 years and 54 years respectively.

The province is segmented into 10 districts plus one metropolitan. The districts are further subdivided into 44 Municipalities with the eThekweni Metropolitan accounting for 34% (i.e. 3.6 million) of the total provincial population, followed by the uMgungundlovu District (1.1million), King Cetshwayo District (Formerly uThungulu District) (0.95 million), Zululand District (0.84 million) and the Ugu District (0.76 million). Harry Gwala is the least populous district with an estimated half a million people. The eThekweni Metropolitan, as well as the uMgungundlovu and King Cetshwayo districts are the major economic drivers within the Province.

A fundamental characteristic of the Province is the fact that it is predominately rural in nature. As such 35% of the land within the province falls under the custodianship of the Ingonyama Trust Board (ITB).

The composition thereof is reflected hereunder:

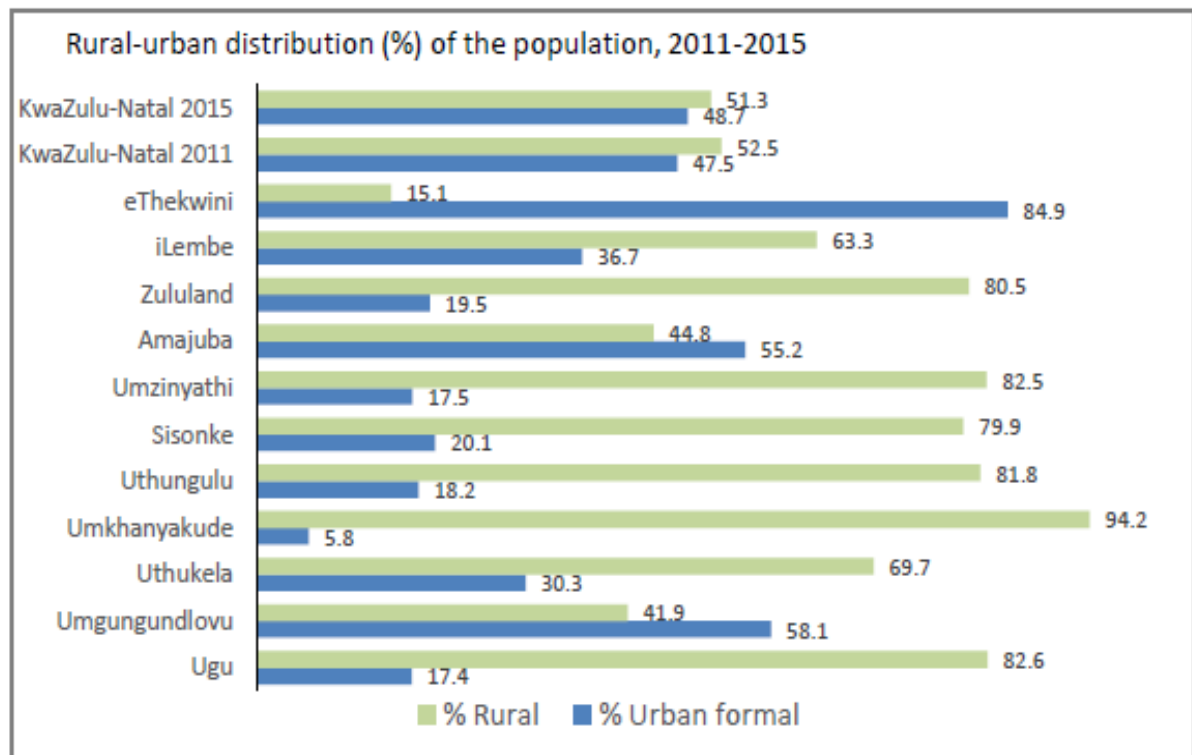
District/Metro	Total Municipal Area	Traditional Authority Area km <sup>2</sup>	Traditional Authority portion of District/Metro
Amajuba	6 911.86	510.33	7.4%
EThekweni	2 291.33	1 078.67	47.1%
iLembe	3 269.31	2 078.75	63.6%
Harry Gwala	10 552.00	1 816.38	17.2%
Ugu	5 047.57	2 370.70	47.0%
Umgungundlovu	9 514.59	1 038.46	10.9%

<b>Umkhanyakude</b>	13 861.50	7 064.01	51.0%
<b>Umzinyathi</b>	8 589.65	4 010.53	46.7%
<b>Uthukela</b>	11 331.20	2 103.38	18.6%
<b>King Cetshwayo</b>	8 214.21	5 757.48	70.1%
<b>Zululand</b>	14 799.80	4 961.41	33.5%
<b>Total Traditional Area</b>	<b>94 383.02</b>	<b>32 790.10</b>	<b>34.7%</b>

Source: HDA

In addition, 51% of the population currently resides in rural areas. The disperse rural settlements as well as difficult terrain conditions significantly impact on infrastructure service delivery initiatives as well as on spatial planning reform interventions.

Reflected hereunder is the demographic profile of the rural vs urban composition of the Province.



Source: Provincial Growth and Development Strategy (Sisonke District is now referred to as Harry Gwala District and uThungulu District is now referred to as King Cetshwayo District)

Four of the 10 districts, i.e. uMzinyathi, Zululand, Ugu, and uMkhanyakude as well as the uMzimkhulu Municipality within the Harry Gwala District have been declared as part of the Integrated Sustainable Rural Development Programme [ISRDP] nodes. Cabinet has earmarked and placed premium importance to areas within uMkhanyakude and Umzinyathi District. The Department also undertakes to ensure that its housing development projects are aligned to this endeavor.



### 3.2 MIGRATION PATTERNS

According to Statistics SA, it was estimated that for period 2011-2016, 241,601 people would migrate out of the Province while 234,570 people would migrate into the Province. The net migration will therefore be -7,032.

In terms of Report-03-01-79 - Census 2011: Migration Dynamics in South Africa, 2011 issued by Statistics SA, the Provinces of Gauteng and Western Cape had the biggest gains in terms of lifetime migrants compared to the other provinces. Migration and housing was also analyzed in order to ascertain the differences in the living conditions between migrant and non-migrant households.

The variables used were type of dwelling, access to piped water, flush toilets, electricity for lighting and refuse removal at least once a week.

Noticeably, migrant households in Eastern Cape, Northern Cape, Free State, KwaZulu-Natal and Mpumalanga fared better in all variables whilst in Gauteng and Western Cape, non-migrant households fared better in all variables.

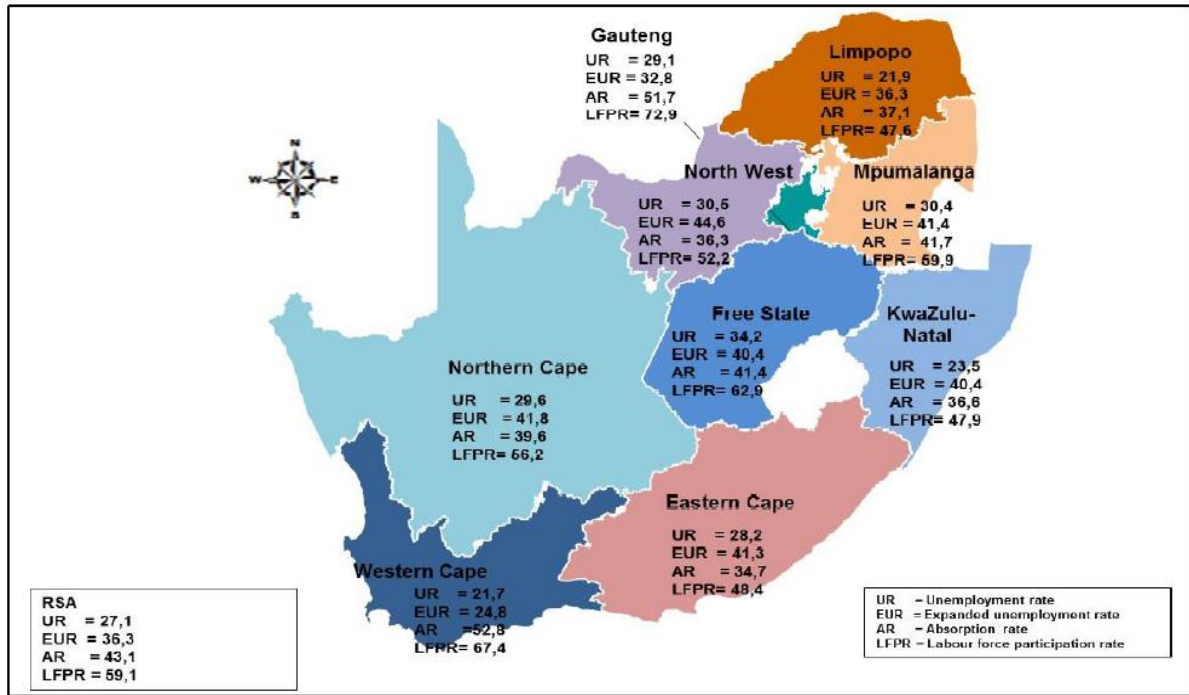
It was further found that internal migration is no longer being dominated by males and that the Indians are predominately migrating from KwaZulu-Natal to Gauteng. In addition, individuals moving to Gauteng seem to be employed and that people with access to poor services or who rent their accommodation are more likely to migrate.

### 3.3 ECONOMY

The KwaZulu-Natal regional economy over the past few years has faced multiple and interrelated challenges of low growth rates, high and increasing unemployment rates, increasing population pressures, constraints related to natural resources, energy, infrastructure and skills shortages. Economic development, as it manifests in improved standards of living, has also been affected by education, health outcomes, social-ills such as crimes and substance abuse and backlogs in basic services. Uncertainty in global economic environments coupled with challenges relating to the domestic economy which include lower investment due to electricity constraints and lower than projected growth, will impact on the regional economy.

Critical sector drivers to the Province's economic development include amongst others: agricultural, construction, manufacturing, mining, trade, tourism and transport and infrastructure.

According to Statistics SA, of the nine provinces in South Africa, Gauteng, Kwazulu-Natal and Western Cape collectively contribute a significant portion to the country's value added, reported at over 60 percent. Reflected hereunder is a national comparative perspective of the labour market measures for the 3<sup>rd</sup> quarter of 2016 from Statistics SA.



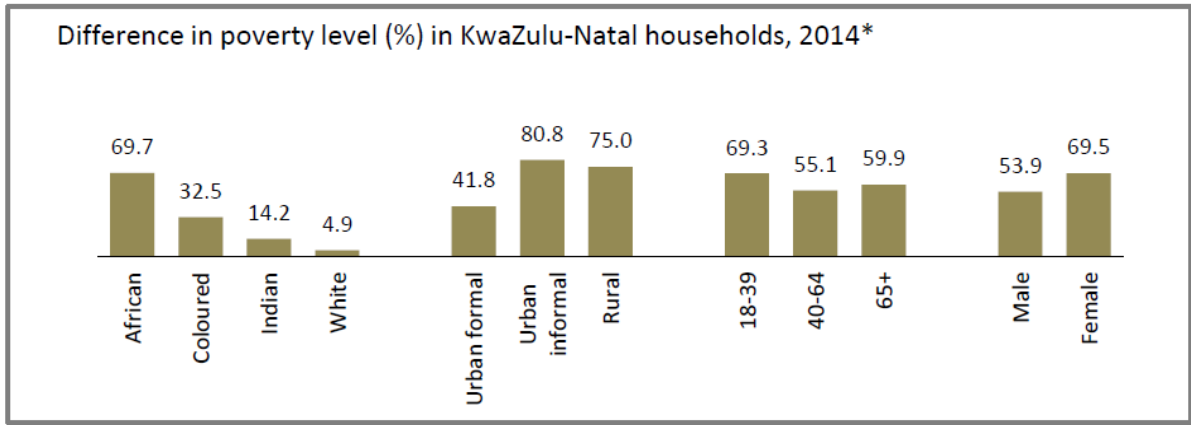
Source: Quarterly Labour Force Survey: Q3: 2016

The 3 major economic nodal areas of the Province include Durban, Pietermaritzburg and Richards Bay. Richard’s Bay is one of the fastest growing industrial areas in KwaZulu-Natal. These centres dominate the share of the provincial Gross Value Added (GVA). Other smaller economic areas of development include Newcastle, Ladysmith which have significant manufacturing potential, and Port Shepstone which contributes to the trade and commerce sector, as well as the iLembe district and KwaDukuza area.

**3.4 POVERTY**

One of the key social challenges facing this Province is the fact that of all the 9 provinces in South Africa, KwaZulu-Natal has the 3<sup>rd</sup> highest rate of poverty. KwaZulu-Natal has had 26.3% share of the poor in the country in 2011. Access to basic social needs such as health, education, transport services by the underprivileged, along with poor living conditions and low levels of economic activity, is the main contributor to the high poverty levels in the province. People living in traditional areas are the hardest hit by poverty compared to people living in other settlement types. 47, 5% of the population who are living in tribal areas are living below the food poverty line. This is followed by the population living in urban informal areas, 31,7% below food poverty line. The population in rural formal areas (mainly characterized by farms) have the third highest headcount, urban formal areas have the lowest proportion of the population living below the food poverty line (11,9%).

Traditional areas have the biggest share of the population living below the poverty line. This is especially disconcerting given that they have the second largest share of population compared to the other settlements types. Rural formal areas had the lowest population and the lowest number of people living below the poverty lines compared to other types of settlements. Female headed households and those headed by individuals aged 18-39 years are poorer than other categories.

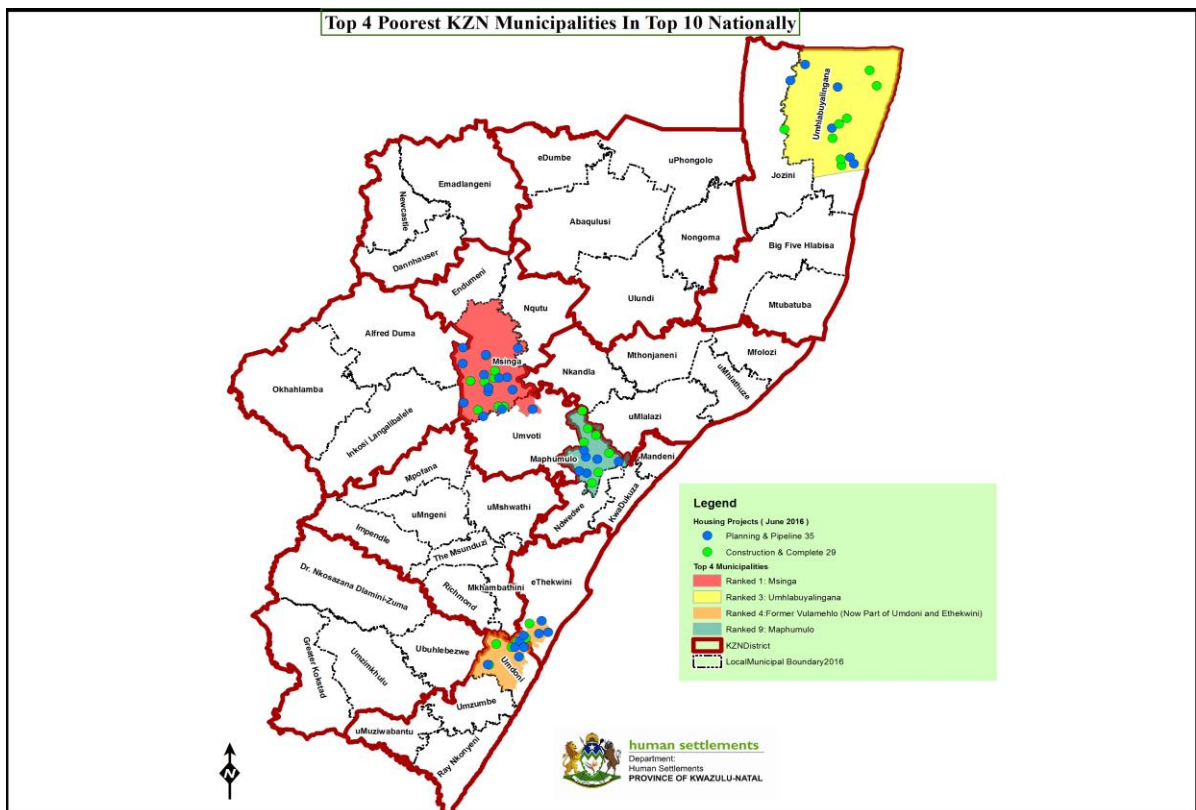


Source: Provincial Growth and Development Strategy

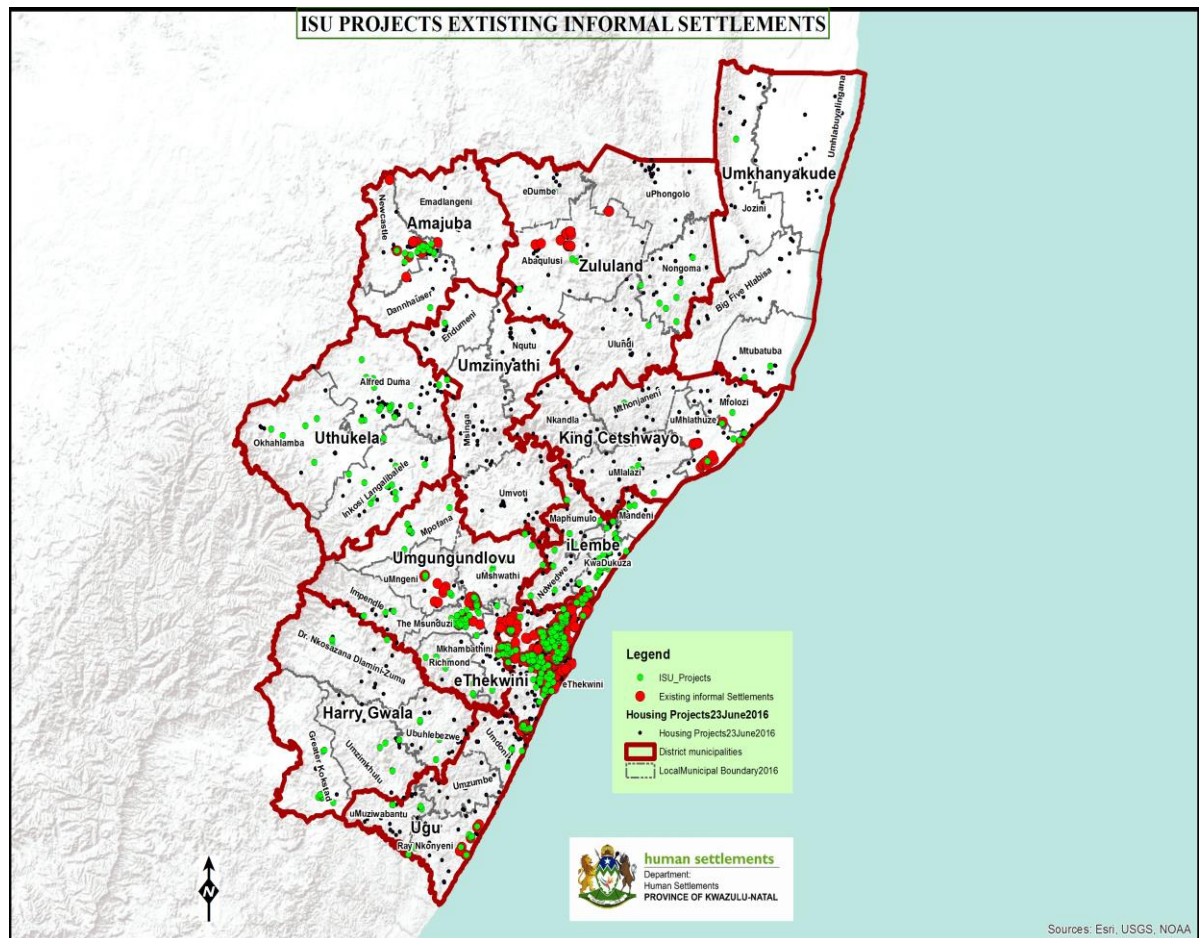
Some of the country's top 10 poorest municipalities are also within the Province, namely Msinga, uMhlabuyalingana, the former Vulamehlo (now part of Umdoni and eThekweni) and Maphumulo. Msinga is ranked number one on the national list. 139 948 of a population figure of 177 549, is deemed to be highly deprived, i.e. 78.82%. Msinga also has the highest number of deprived communities in the country at 138.

The Department has a significant role to play in contesting poverty levels in the Province through increasing the provision of housing and consequently improving the standard of living of the people with important policy instruments that guide the development of provincial plans and strategies for Sustainable Human Settlements within the scope of KwaZulu-Natal. The map below is illustrative of the Department's housing projects that are at various stages of the project cycle to address housing needs within these poverty- stricken municipalities.

Map 1: Top 4 poorest Municipalities



Map 2: Illustration of housing interventions within the Province's most deprived wards



The above map also reflects the 169 deprived wards in the Province. The Department is clearly responsive to the housing needs of these destitute areas as an estimated 201 housing project initiatives are being undertaken.

The National Development Plan (NDP) and the Breaking New Ground (BNG) Comprehensive Plan also plays a crucial role in mitigating poverty through the following Settlements objectives of BNG:

- Accelerating the delivery of housing as key strategy for poverty alleviation;
- Utilizing provision of housing as a major job creation strategy;
- Ensuring property can be assessed by all as an asset of wealth creation;
- Leveraging growth in the economy;
- Combating crime, promoting social cohesion and improving quality of life for the poor; and
- Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.

In addition, the NDP chapter 8 aims at transforming human settlements, by upgrading all informal settlements on suitable, well located land by 2030.



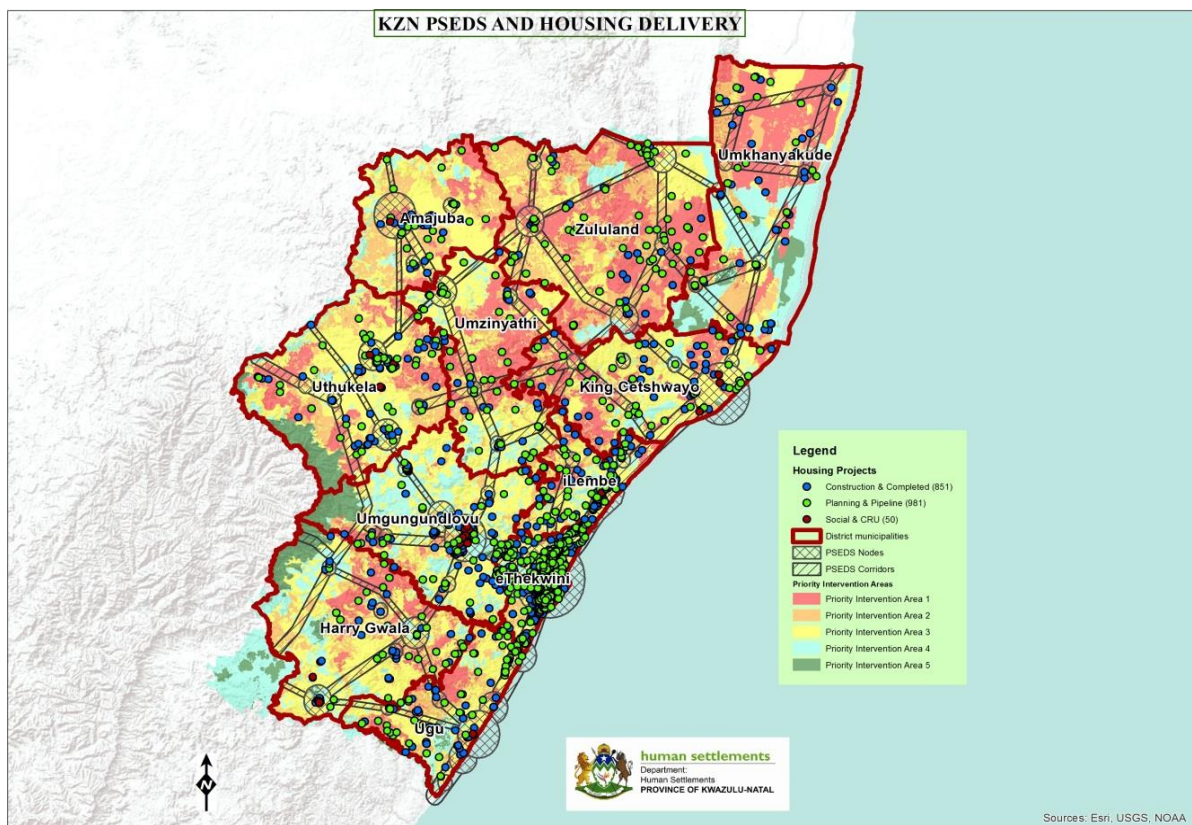
Other objectives that will aim unequivocally at alleviating poverty, stimulate economic activity and improve the standard of living of households within KwaZulu-Natal are:

- To bring more people to live closer to their places of work; and
- To create more jobs in or close to dense, urban townships.

Through the KwaZulu-Natal Human Settlements Master Spatial Plan and increased synergistic partnerships the Department will be able to achieve these objectives.

The PGDP is aligned to the NDP, the Sustainable Development Goals (SDGs), Provincial Priorities, Operation Sukuma Sakhe (OSS) and the Provincial Spatial Economic Development Strategy (PSEDS) and Plan. In the PSEDS hierarchies of nodes and corridors connecting these nodes have been identified as a spatial structure of the Province. As part of the integrated planning processes adopted by the Department, the Department seeks to ensure that projects are further aligned with the PSEDS and in tangent with the PGDP as the economic anchor strategies to bolster the implementation of the PGDS as reflected hereunder:

Map 3: KZN PSEDS and Housing Delivery



Source: KZN Department of Human Settlements Project List

In addition, to the spatial positioning of projects, this Department is also contributing to poverty alleviation and economic growth stimulation with the planning and implementing of catalytic projects as reflected hereunder.

### 3.5 CATALYTIC INVESTMENT POTENTIAL

The “mega catalytic” projects are also expected to contribute to the principles of the PGDP. In this regard, KwaDukuza has the highest investment potential in KwaZulu-Natal, followed by Ray Nkonyeni (Formerly Hibiscus Coast), eThekwini, uMhlathuze and Msunduzi. The Department has identified 8 “Mega catalytic” projects that are strategically aligned to maximize this investment potential of the Province. Five of these projects are in line with the National Human Settlements concept of a target of 50 Priority Projects across South Africa that are to deliver “mega catalytic” integrated and sustainable human settlements. These projects are to deliver BNG houses (30%); Gap houses (20%), rental accommodation (20%), social housing (10%) and serviced sites (20%). These projects will also have economic and social amenities. The remaining three projects are provincial imperatives.

Over the forthcoming years, focussed attention will therefore be placed on these “Mega catalytic” projects within the Province:

Municipality	Mega Catalytic Project	Estimated Yield
Umhlathuze	Empangeni Integrated Residential Development Programme	10,000
eThekwini	Cornubia South(Phase 1&2) Integrated Residential Development Programme	27,668
eThekwini	Amaoti Greater Informal Settlement Upgrade	20,000
eThekwini	KwaMashu Bridge City	27,875
eThekwini	Inner City Regeneration	10,000
eThekwini	Umlazi Urban Regeneration	18,000
Newcastle	Johnston Blaaubosch Cavan Integrated Residential Development Programme	9,511
iLembe	Hyde Park Integrated Residential Development Programme	4,600



## 4. PERFORMANCE DELIVERY ENVIRONMENT

### 4.1 HOUSING NEEDS

District Municipality	Traditional dwelling/hut/structure made of traditional materials	House/flat/room in back yard	Informal dwelling/shack in back yard	Informal dwelling/shack NOT in back yard	Total
eThekwini	40,188	17,435	37,981	111,307	206,911
uMgungundlovu	58,189	4,615	6,399	11,988	81,191
Harry Gwala	60,829	2,253	1,741	2,458	67,281
Ugu	53,132	3,698	2,107	5,816	64,753
King Cetshwayo	54,380	3,209	2,521	2,235	62,345
iLembe	40,417	2,696	5,569	7,657	56,339
Uthukela	47,353	4,070	1,063	931	53,417
Umzinyathi	48,563	1,293	718	1,958	52,532
Zululand	39,485	3,933	1,131	774	45,323
uMkhanyakude	32,811	1,737	1,141	958	36,647
Amajuba	7,949	2,237	2,286	2,813	15,285
<b>Total</b>	<b>483,296</b>	<b>47,176</b>	<b>62,658</b>	<b>148,889</b>	<b>742,019</b>

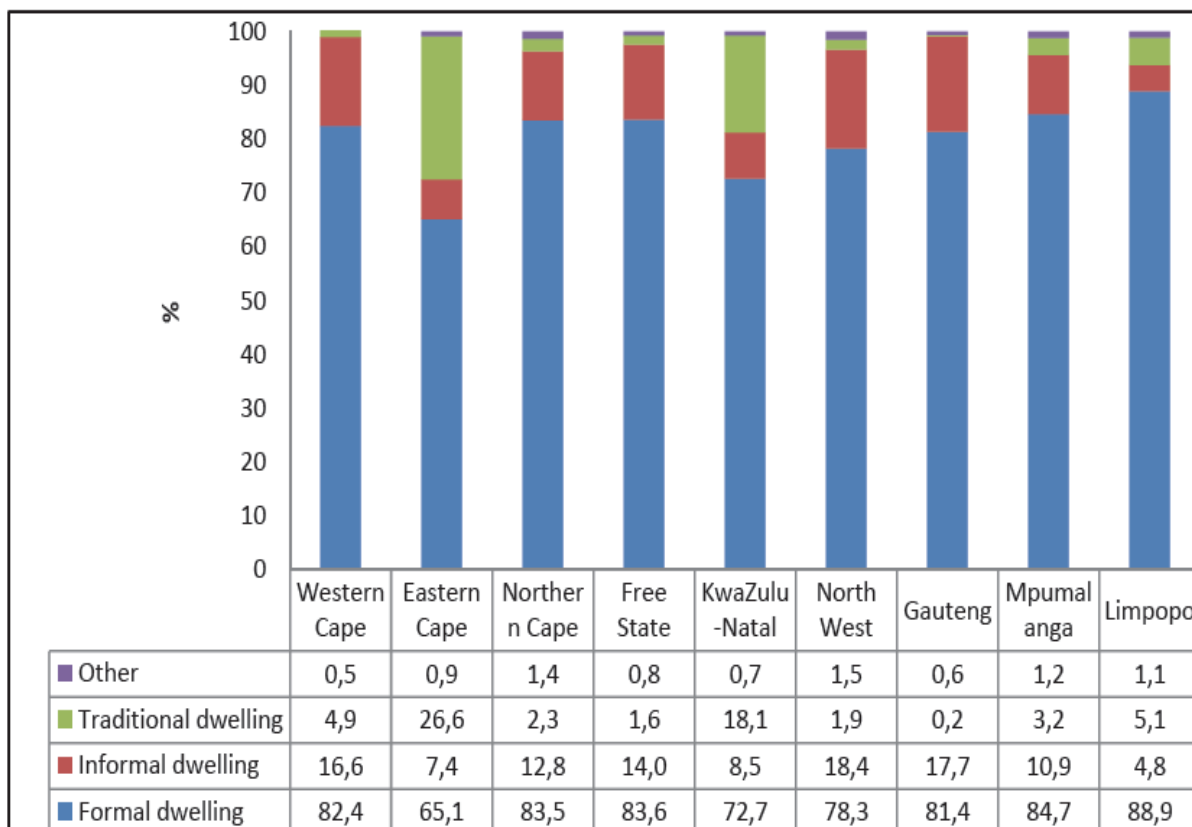
Source: Statistics SA

As reflected above, the housing backlog for the Province is 742,019. KwaZulu-Natal remains the 2<sup>nd</sup> Province with the highest housing backlog in the country. Provincially, eThekwini Metro has the highest need whilst the Amajuba District has the lowest housing backlog.

Although there has been substantial progress in the number of the households living in formal dwellings within the Province, there still exists a significant need for households living in rural areas that require housing. A national comparative of households in metropolitan areas indicates that the eThekwini metropolitan has the 2<sup>nd</sup> highest percentage of households living in traditional dwellings (As per Statistics SA, 2015 GHS).

This, together with meeting the objectives to the Outcome Based Approach to service delivery, with particular reference to Outcome 8, i.e. sustainable human settlements and improved quality of household life, implies that this Department has to strengthen efficiency in its response to the housing demand within its funding envelop in order to maximise benefits for the most needy.

In terms of the 2016 General Household Survey (GHS) undertaken by Statistics SA, 72.7% of households live in formal dwellings, 18,1 % live in traditional and 8,5 % live in informal dwellings, as reflected here under.

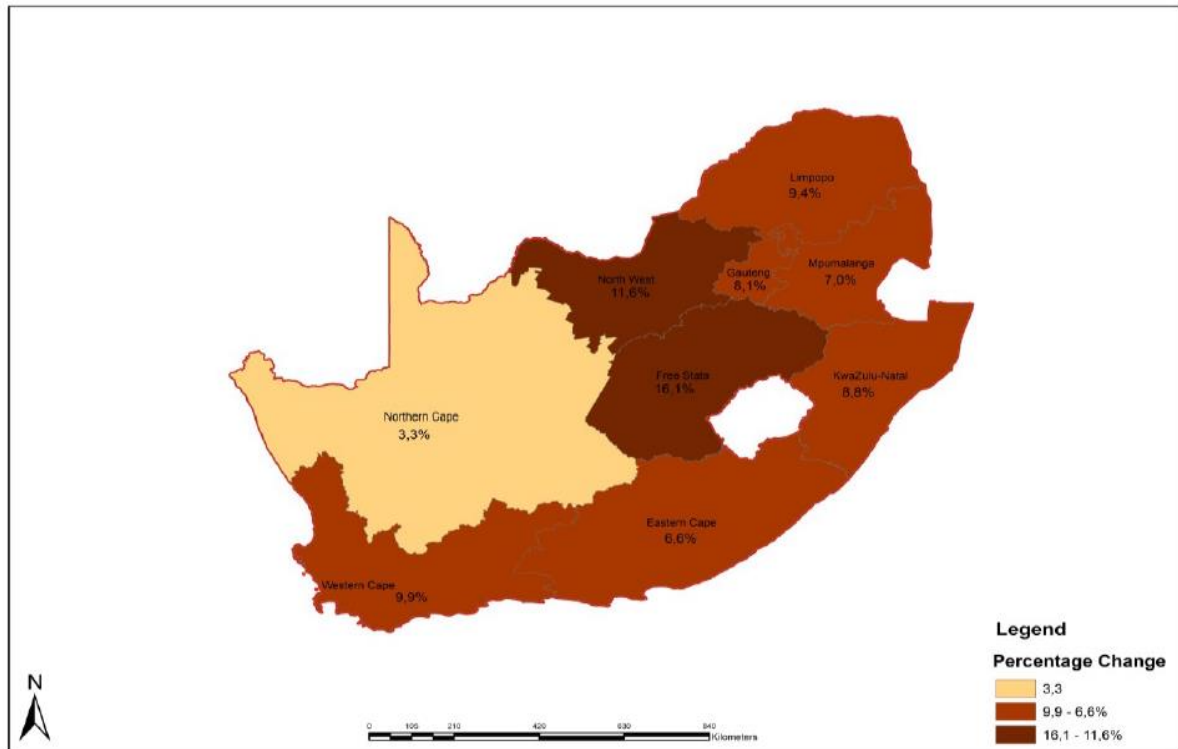


Source: Statistics SA, 2016 GHS

**Note:** Formal dwelling includes: Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on a farm, Flat or apartment in a block of flats, Cluster house in complex, Townhouse (semi-detached house in a complex), Semi-detached house, Formal dwelling/house/flat/room in backyard, Room/flat let on a property or larger dwelling/servants quarters/granny flat/cottage).  
 Informal dwelling includes: Informal dwelling/shack in backyard, Informal dwelling/shack not in backyard (e.g. in an informal/squatter settlement or on a farm)  
 Other dwelling includes Caravan/tent and other

Reflected hereunder is the percentage change of households that receive subsidized dwellings between 2002 and 2015.

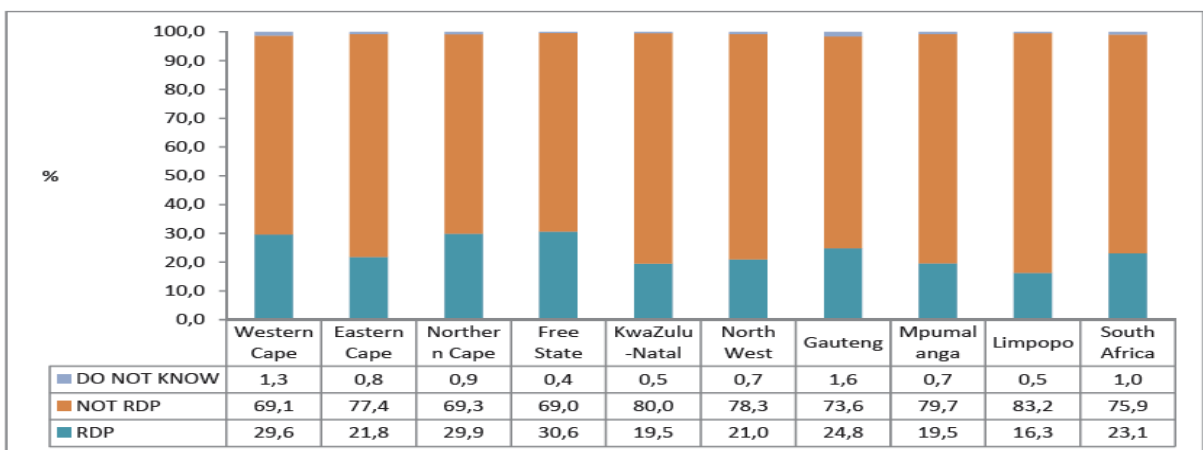
Map 4: Percentage change of households that receive subsidized dwellings between 2002 and 2015



Source: Statistics SA, 2015 GHS

The Free State Province experienced a 16.1% growth whilst the slowest growth was the Northern Cape Province of 3.3%. The percentage change of households receiving subsidized dwellings for the KwaZulu-Natal and Gauteng Provinces are 8.8% and 8.1% respectively.

In addition, in terms of the Statistics SA, 2016 GHS, the percentage distribution of households whose main dwelling is a Reconstruction and Development Programme (RDP) or government subsidised dwelling by Province as reflected hereunder indicates that the 19,5% of the households live in a RDP/government subsidised dwelling.

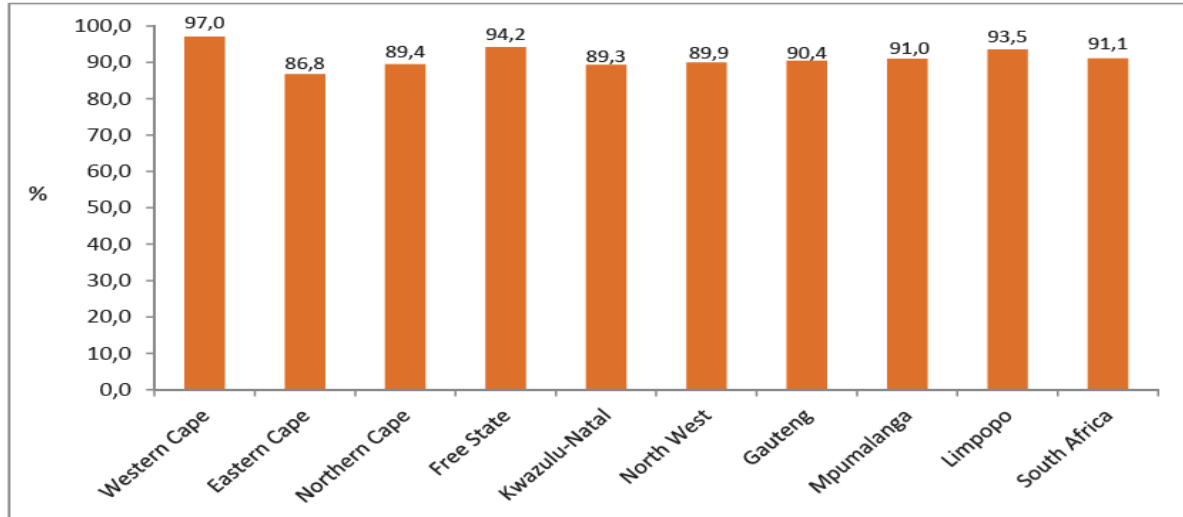


Source: Statistics SA, 2016 GHS

**Access to basic services**

In terms of the 2016 GHS as issued by Statistics SA, 14.6 % of households have reported to have no access to piped water within the Province. In addition, the progress made towards the provision of other basic services is reflected hereunder:

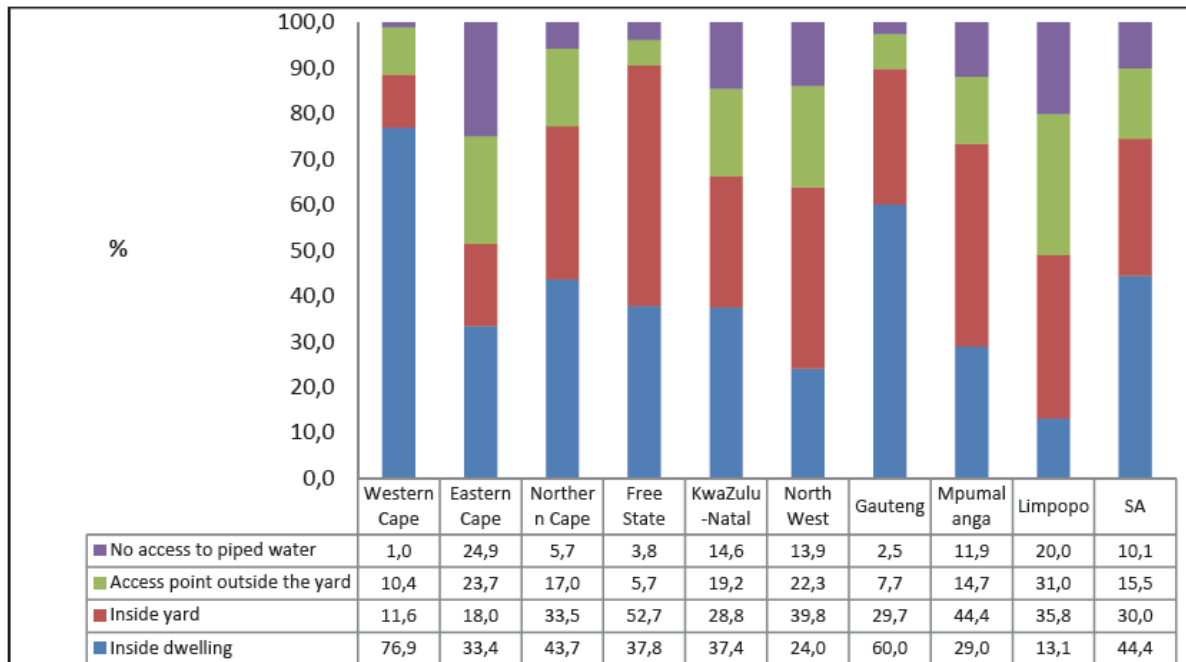
**The distribution of households by overall use of electricity per province**



Source: Statistics SA, 2016 GHS

The above figure shows the distribution of households using electricity provincially. The Province has 89.3 % of households using electricity which is 1.8% below the national average of 91.1%. The Province has shown an increased supply in the provision of electricity supply to households from 68,9% in 2002 to 89.3% in 2016.

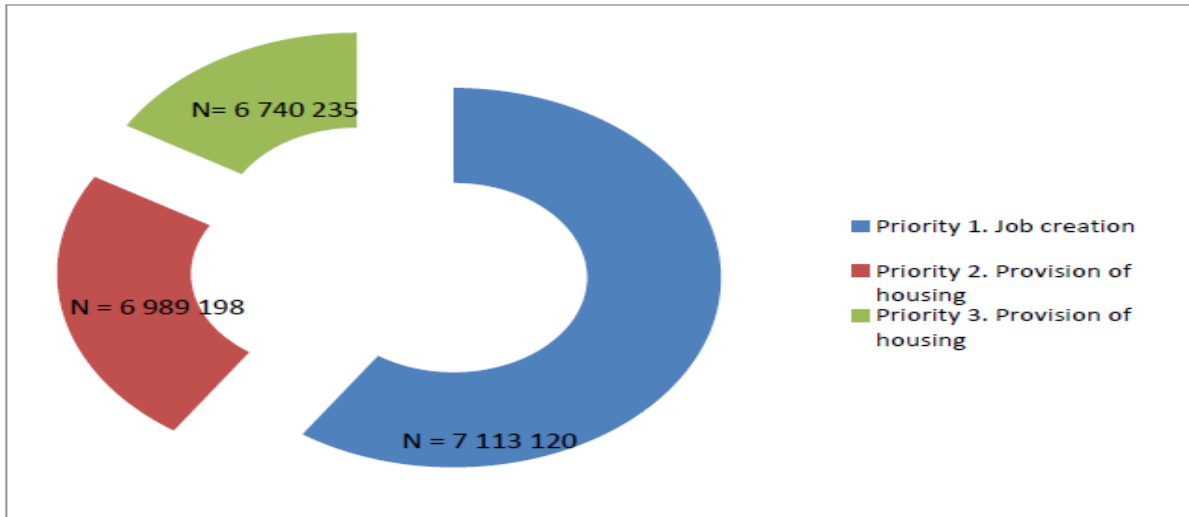
**Percentage of households with access to piped water**



Source: Statistics SA, 2016 GHS

### KZN Citizen Satisfaction Survey

In terms of the KZN Citizen Satisfaction Survey undertaken in order to ascertain whether these priorities are aligned to the people’s expectations, it was noted that whilst there is some synergy with the provincial government and the citizenry, the following three areas of priority was still needed:



Source: KZN Citizen Satisfaction Survey Report

This was further aggregated to a district level:

	Priority 1	Priority 2	Priority 3
<b>Amajuba</b>	Job creation	Education & skills development	Education & skills development
<b>Harry Gwala</b>	Job creation	Provision of housing	Provision of housing
<b>uMgungundlovu</b>	Job creation	Crime prevention	Provision of housing
<b>uMkhanyakude</b>	Job creation	Provision of housing	Provision of basic service like water & sanitation
<b>uMzinyathi</b>	Job creation	Provision of housing	Education & skills development
<b>Ugu</b>	Job creation	Provision of housing	Provision of housing
<b>Uthukela</b>	Job creation	Provision of housing	Provision of basic service like water & sanitation
<b>King Cetshwayo</b>	Job creation	Education & skills development	Provision of housing
<b>Zululand</b>	Job creation	Provision of housing	Education & skills development
<b>eThekwini</b>	Job creation	Provision of housing	Provision of housing
<b>iLembe</b>	Job creation	Provision of housing	Education & skills development

The provision of housing has clearly been identified as a key priority area for most districts as reflected in the above table. The Department continues to be mindful of this fundamental right of the citizens of the Province and undertakes to plan and implement projects to ensure that the housing needs of the most needy are met.

### **Informal Settlement Upgrade Programme**

This Department continues to make strides with achieving its Outcome 8 deliverables. i.e. the implementation of the Upgrading of informal settlements, increasing the provision of well-located rental accommodation, mobilization of well-located public land for low income and affordable housing, as well as the provision of the Finance Linked Individual Subsidy Programme to address affordability challenges in the GAP market. Currently, there are 635 Informal settlements, of which 494 of these are within the eThekweni Metro and where 114 of these are “Slums Clearance Projects”. In addition, this Department has made a concerted effort to reduce the number of Temporary Residential Accommodation (TRA) as this existence has also contributed to the slums increment. Originally there has been 64 TRA`s consisting 10,140 units within the eThekweni area. Three TRA`s have since been eradicated and 687 families have been relocated to green-field projects.

Issues that negatively impact on the achievement of the upgrading of informal settlements include amongst others:

- High settlement densities;
- Rapid urbanisation; (eThekweni showing the largest proportional increase in population from 2.75 million in 1996, to 3.09 million in 2001, to 3.44 million in 2011 and now to 3.66million in 2016<sup>1</sup>);
- Steep topography;
- Underlying challenges relating to the land legal issues;
- Lack of adequate funding for bulk infrastructure;
- Unavailability of suitable land for decanting purposes that impact on project implementation;
- Environmental impacts; and
- Land invasions.

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<sup>1</sup>Provincial Growth and Development Strategy, 2035



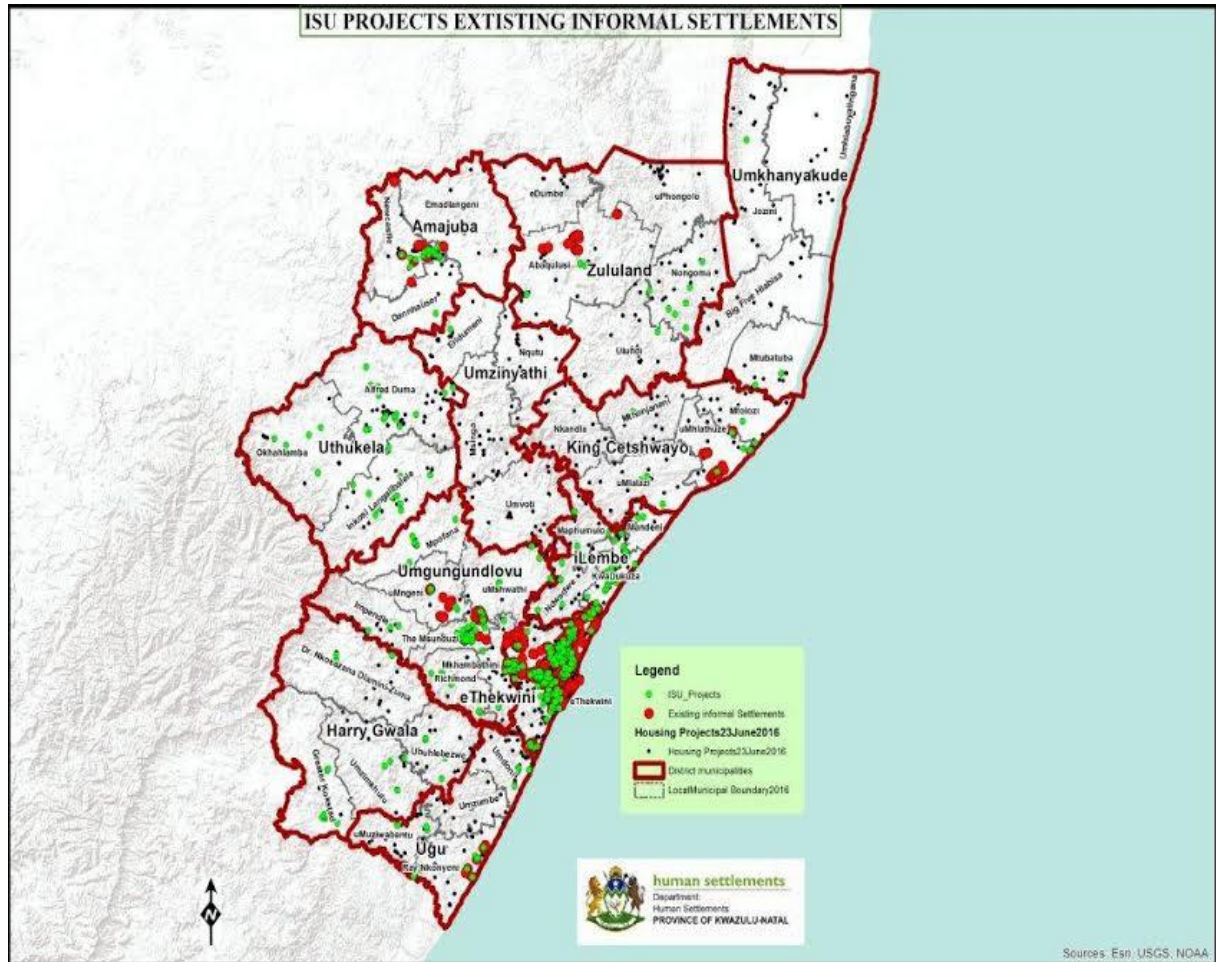
In order to mitigate some of the challenges experienced, the Department has established the following under-mentioned Forums to assist with the alignment of funding to ensure integration of projects and to address challenges:

- The Premier's Action Working Group 14(Water, Sanitation, Energy and Human Settlements) that meets bi-monthly to deal with Bulk Infrastructure challenges and alignment of funding;
- Meeting with Municipalities on a quarterly basis to discuss their project priority listing vs available budget;
- The District Housing Forum meetings which are held quarterly to discuss progress, challenges and solutions in projects;
- PGDP Action Work Group 11: Sustainable Human Settlements;
- The Joint Service Delivery Forum, a Forum that is driven by the Department of Human Settlements with Cooperative Governance and Traditional Affairs (COGTA);
- The Anti-Land Invasion Forum to mitigate the impact of land invasion on land that is targeted for human settlement development;
- The Provincial Land Forum to identify and release land earmarked for human settlement development; and
- Technical task team meetings with the district municipalities to ensure their bulk service provision budget alignment with the local municipalities and the Department's housing project requirements.

The Department also intends reviewing its 2011 Informal Settlement Upgrade Strategy in order to ensure alignment to current and other key developments.

The alignment of projects with the national targets relating to informal settlements, affordable rental units and supply of affordable housing finance to ensure that this Department effectively contributes to its mandate is reflected in the map hereunder:

**Map 5: ISU Projects and existing informal settlements**



**Elimination of the Title Deed Backlog**

The National Minister of Human Settlements has also emphasised the need to prioritise the issue of title deeds more especially to beneficiaries of the pre-1994 stock. A Medium Term Strategic Framework (MTSF) priority is therefore to eliminate this title deed backlog. In addition, the issuing of title deeds is being fast-tracked for the post-1994 stock to facilitate entry into the economy by home-owners. The preliminary provincial backlog of title deeds is estimated to be 151,310. This comprises 23,831 for Pre-1994 (inclusive of Departmental, ex-own affairs and R293 towns) and 127,479 for the Post-1994.

Key strategies to address this backlog include the appointment of conveyancers, town planners and social facilitators and a land surveyor. All instructions with State Attorney with regard to post-1994 backlogs have been withdrawn and allocated to the conveyancers on the Departmental database. The institutional arrangements have also been strengthened by the establishment of a National Title Deed Restoration Programme (TRP) Steering Committee comprising all Provinces, the Metros and representation from the National Department of Rural Development and Land Reform (Deeds Office).

In addition, a Provincial Steering Committee has been established which includes the six accredited municipalities, the Department, South African Local Government Association (SALGA) and a representative from the Office of the Registrar of Deeds and from the Office of the Surveyor General. The Department's internal capacity has also been strengthened. A task team with representatives from the Department and COGTA has been established to fast track all Less Formal Township Establishment Act, 1991 (LEFTEA) town planning establishment applications that have been made to COGTA. The Department has also developed a communication strategy to inform beneficiaries of the Enhanced Extended Discount Benefit Scheme (EEDBS) on the importance and economic benefits of taking ownership of their houses. As part of the Title Deeds Restoration Programme, the Department has also entered into a service level agreement with the Estate Agency Affairs Board (EAAB) to undertake a feasibility/preliminary assessment for the transfer of ownership in terms of EEDBS.

### **Integrated Planning**

Within the planning environment, the capacity to deliver sustainable human settlements has also been hampered by institutional, technical, policy and fiscal capacity constraints. Key constraints to the creation of integrated human settlements delivery include amongst others:

- The unavailability and supply of well-located land;
- The continued sprawling of settlements and informal settlements;
- Land and development costs;
- Slow processes in the acquisition and release of land for human settlements;
- Slow pace in finalising land claims;
- Difficulties in aligning land use planning; and
- Insufficient skilled project management and institutional capacity at a municipal and industry level.

In order to address some of these challenges, the Department provides for:

- Collaboration with municipalities on skills development; training, support and mentorship for emerging contractors;
- Promotion of skills and development for women and youth;
- Educating housing consumers;
- Continued municipal support via the accreditation programme;
- Utilization of Integrated Urban Development Framework as a policy framework to guide the development of inclusive, resilient and liveable urban settlements;
- Strengthened policy framework and monitoring mechanisms to ensure targets are met; and
- Enhanced institutional capability for effective coordination of spatial investment decisions.

The Department has further completed the Human Settlement Master Spatial Plan (MSP) through the Housing Development Agency (HDA), to streamline planning processes to enable the implementation of strategic spatial interventions. The MSP has noted the institutional and structural deficiencies in the current form in which human settlement projects are planned and implemented in the Province. It has identified Key Focus Areas for prioritised investment based on housing needs and demands; also the population and infrastructure capacity of those areas. The plan provides for:

- Consistent interpretation and application of principles and objectives across various scales;
- Consistent interpretation and application of detailed project level evaluation criteria;
- Broad commitment to spatial transformation of human settlement patterns;
- Long term commitment (beyond a single election cycle) to investment targeting;
- Full integration and alignment with spatial planning initiatives at provincial and municipal level;
- Establishment of the required institutional capacity for implementing human settlement spatial master plan at municipal level, including detailed spatial planning; and
- Commitment and support for land acquisition and release function of the HDA.

The MSP further proposes a model for land identification and prioritisation. It has provided a horizon for land needs in each of the identified Focus Areas to the year 2030.

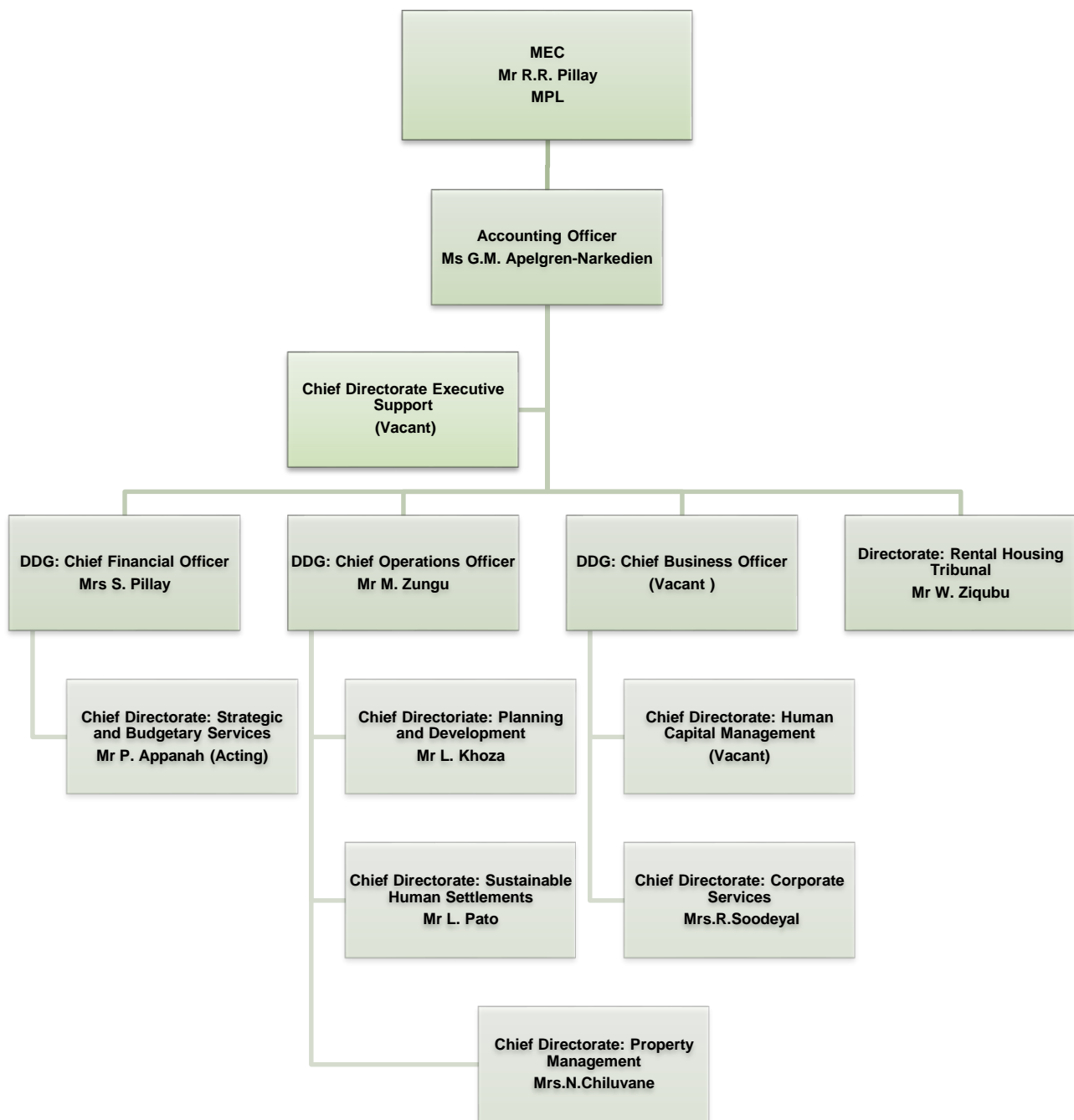
### **Organisational Environment**

The Department is operating in line with an approved staff structure. However, due to fiscal constraints and cost containment measures within the Province, the Department is only allowed to fill critical service delivery posts with the approval of the Premier and the MEC for Finance.

The appointment of suitably qualified employees with the relevant technical skills using Operational Capital funding has improved service delivery and also closed the gap of scarce skills as identified by the Department.

In terms of the Transformational Prolife of the Department as per the National Cabinet approval, a 50% equity target for women at senior managerial level and an employment level of 2% for people with disabilities needs to be achieved. As at January 2017, this Department has achieved 52% equity target for women at senior managerial level and 1.71% employment level for people with disabilities.

The organisational structure of the Department according to the last approved organogram is as illustrated:



**Transformation Profile of Department**

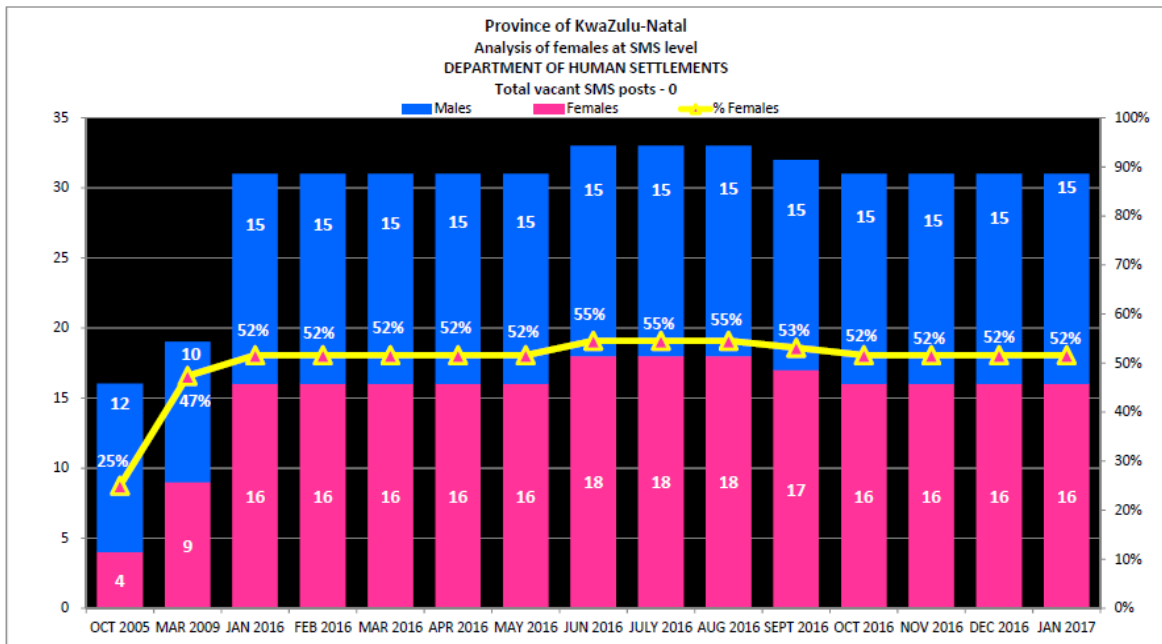
**Female Employees at Senior Management Level**

The minimum national affirmative action targets were initially set as follows:

- Black employees at senior management level - 75%;
- Women at senior management level - 30%; and
- People with disabilities at all levels - 2%.

This has subsequently been revised to a 50% equity target for women at senior management level.

The graph reflected hereunder clearly illustrates that this target has already been met.



Source: PERSAL Report

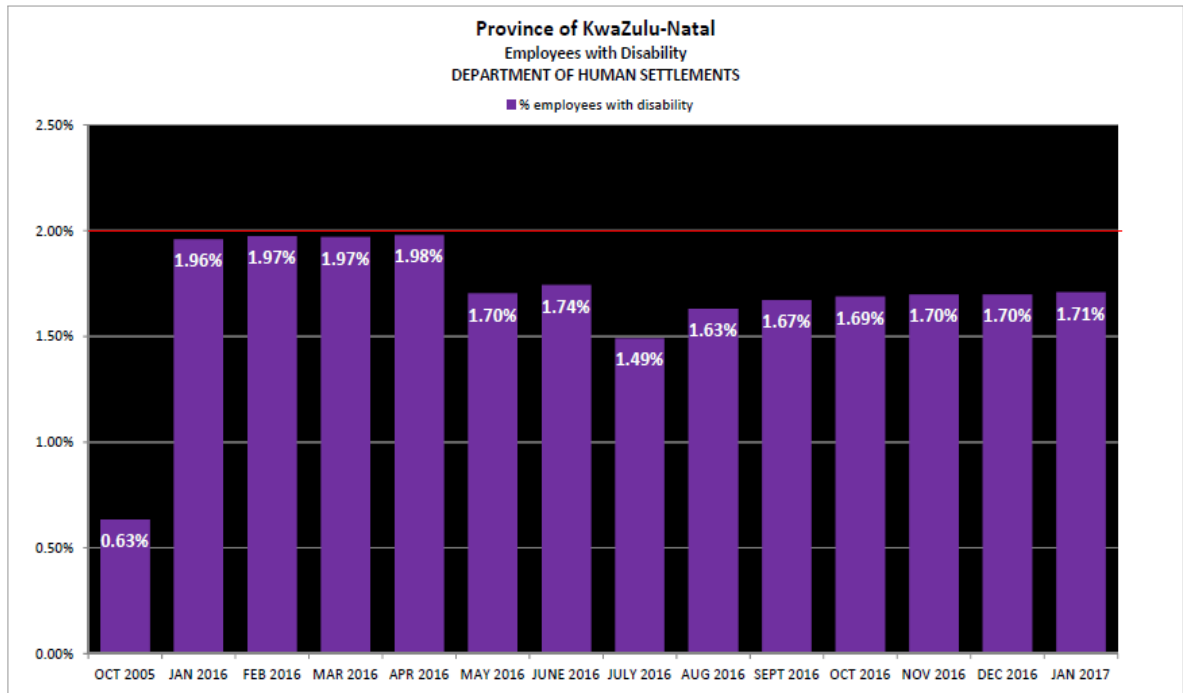
**Employees with Disabilities**

The minimum national affirmative action targets are reflected as follows:

- Black employees at senior management level - 75%;
- Women at senior management level - 30%; and
- People with disabilities at all levels - 2%.



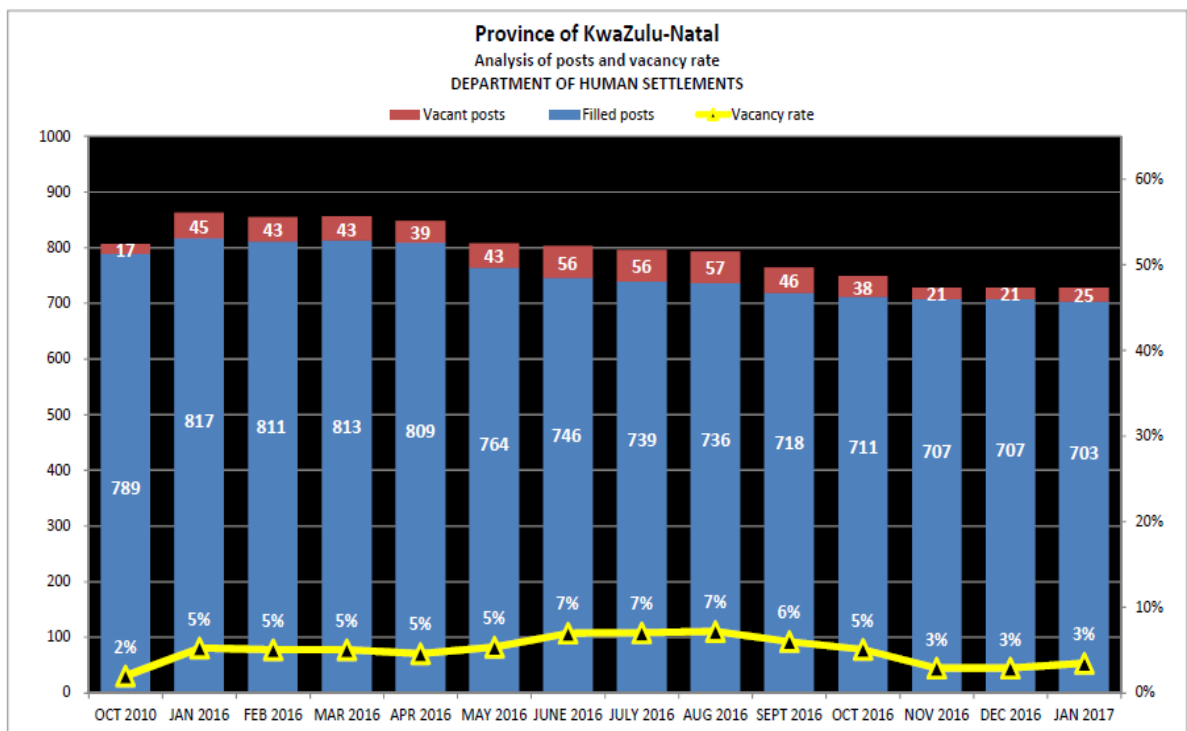
The graph below reflects the percentage totals in respect of Employees with disabilities at all levels.



Source: PERSAL Report

### Analysis of Posts and Vacancy Rate

All unfunded vacant posts and all vacant posts older than 2 years have been abolished on the Persal system in line government mandates. In addition to this, Departments were requested by the Committee of Heads of Department (CoHoD) to effectively monitor the filling of funded vacant posts in terms of Output 2 of Outcome 12 to ensure a vacancy rate of less than 5%. As reflected hereunder, the Department is currently at 3%.



Source: PERSAL Report

### **Provincial Fiscal Constraints**

Due to the current economic climate and fiscal constraints in the country, the Department's Medium Term Expenditure Framework (MTEF) allocations with regard to both the equitable share and Human Settlement Development Grant (HSDG) have been reduced. The Province has further experienced a budget cut over the 2017/18 MTEF. National Treasury has issued allocation letters to Provinces, which show a reduction of the Provincial Equitable Share (PES) allocation due to data updates of the PES formula, as well as Fiscal Framework reductions. National Treasury has therefore requested that Provinces reduce their baselines. The Department will therefore employ stringent control measures in order to accommodate baseline reductions. This is inclusive of amongst others, identifying properties for selling, reducing expenditure on events, more stringent controls over subsistence and travel and cell phone usage.

## **5. REVISIONS TO LEGISLATION AND OTHER MANDATES**

### **White Paper on Human Settlements**

The draft Human Settlements White Paper aims to provide a legislative framework that will address the challenges that have been identified in the review of the last 21 years in the development and implementation of housing and human settlement reforms. The draft White Paper is founded on the principle that new thinking and strategies are required to respond to the latest and emerging challenges while addressing future needs.

The draft White Paper is intended to achieve sustainable human settlements and improved quality of life through the following strategic goals:

- Develop spatially and socio-economically integrated settlements, communities and neighbourhoods;
- Facilitate access to adequate housing and quality living environments;
- Support the development of functional and equitable residential property market; and
- Improve institutional goals and capabilities.

### **Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE), 1998**

The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE), 1998 is a national legislation which sets out to prevent arbitrary evictions. The KwaZulu–Natal Elimination and Prevention of the Re-emergence of Slums Act (SLUMS), 2007 was challenged in the constitutional court, the basis of the challenge was a conflict with the PIE Act.

The constitutional court held that Section 16 of the SLUMS Act was unconstitutional due to its inconsistency with national legislation, namely the PIE Act.

The National Department of Human Settlements is currently reviewing and amending the PIE Act. It follows that the Slums Act will be reviewed and amended once the PIE amendments are finalised. Therefore, upon finalisation of the review and amendment process in respect of the national legislation the provincial legislation will be reviewed and amended in order to ensure consistency.

### **Provincial and National Priorities**

The Provincial and National Priorities include the following:

- Sustainable Human Settlement and Improved quality of household life with specific focus on addressing the informal settlements, provision of social and rental housing, Finance Linked Individual Subsidy Programme and the Community Residential Units Programme
- Continue to improve tenure security and eradicate title deed backlogs;
- Planning and implementation of catalytic projects;
- Accelerated implementation of employment equity targets;
- Intensify the fight against fraud and corruption; and
- Continued implementation of the Expanded Public Works Programme.

### **State of the Nation Address**

In terms of the 2017 State of the Nation Address, emphasis was placed on the National Development Plan, the Expanded Public Works Programme (EPWP) as well as on radical socio-economic transformation and gender representation and transformation in the work place. The government's immense investment in the built-in environment was highlighted as was the need for the creation of a "more inclusive, representative sector, towards radical economic transformation". Mitigating the delays with the issuing of title deeds to beneficiaries was also prioritised for the forthcoming year.

The Department's continued implementation of the Expanded Public Works Programme will also significantly contribute to the creation of work opportunities. The Department will continue to encourage all projects under construction to report regularly on EPWP. In addition, as part of the nine point plan for economic growth and job creation, private sector investment will be encouraged. It is anticipated that the catalytic projects implemented by the Department will also provide for other investment options, inclusive of the private-public partnerships.

The Department continues to prioritise and address its title deed backlogs and has adopted a turnaround strategy to fast track the issuing of title deeds. The implementation of the interventions of the PGDP will also be continued in order to ensure that the principles of the NDP are addressed.

### **Provincial Growth and Development Strategy, 2016**

The Province of KwaZulu-Natal has recently undertaken to review its 2011 Provincial Growth and Development Strategy (PGDS) and in doing so has adopted the 2016 Provincial Growth and Development Strategy which once again provides for a 20 year roll out vision and strategic direction of the Province. The 2016PGDS strives to stimulate the Province's economy through the continued development and the continued improvement of the quality of life of all people living in the Province by 2035. The Strategic Objective applicable to the Department is "*Strategic Objective 3.4: Promote sustainable human settlements*". The Department's programmes are aligned to the PGDS.

### **Provincial Growth and Development Plan (PGDP), 2016**

The Provincial Growth and Development Plan (PGDP) is the overarching provincial plan for the Province. The Department will contribute to the achievement of the 2035 Vision by implementing the following key strategic interventions:

- Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation; Implement polycentric nodal development aligned to Provincial Spatial Development Framework to achieve sustainable livelihoods;
- Undertake a comprehensive review of the KZN Human Settlements Informal Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy;
- Improving the number of households with registerable form of tenure; and
- Support municipal accreditation to undertake the housing function.

### **Provincial Commitments**

In addition to the above, priority will be given to the Provincial commitments as reflected hereunder:

- Improvements to the management practices, processes and systems to address issues identified in the annual Management Performance Assessment Tool (MPAT) assessment;
- Review of the Cornubia Integrated Human Settlement Development project master-plan and develop a comprehensive phase two blueprint; and
- To comply with the Employment Equity targets of 50% women at SMS level and 2% of people with disabilities.

## 6. RISK ASSESSMENT AND MITIGATING STRATEGY

In line with Outcome 12, namely: an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship, this Department has placed great emphasis for the promotion of good governance, accountability and best practices within the service delivery environment. Of critical importance to this is the identification of key risks and areas of intervention, compliance with regulatory prescripts; managing fraud and corruption related matters as well as promoting the code of ethics and good governance. The Department has identified the key risk areas together with the measures planned to mitigate the risks as part of its risk improvement initiative. In this regard, the Department maintains and manages a risk register on all identified critical areas.

## 7. OUTLOOK FOR THE 2017/18 FINANCIAL YEAR

The following key strategic priorities will be undertaken during the forthcoming year:

- Continued focus and implementation of projects to address the Outcome 8 MTSF targets with the following Programmes:
- Upgrading of Informal Settlements;
- Housing for Military Veterans housing programme through the EPHP;
- Affordable housing in the gap market (Finance Linked Individual Subsidy Programme)
- Social Housing Programme; and
- Community Residential Units Programme.
- Planning and implementation of “mega catalytic” projects;
- Continued support to accredited municipalities;
- The continued implementation of strategies to fast-track the title deeds backlog;
- To expedite programmes to address housing needs for the vulnerable groups including emergency housing as well as OSS;
- The implementation and roll out of the National Housing Needs Register (NHNR) within the Provinces 9 municipalities, namely Ray Nkonyeni (former Hibiscus Coast), Alfred Duma (former Emnambithi /Ladysmith), eThekweni, KwaDukuza, uMhlathuze, uMngeni, eDumbe, Msunduzi and Newcastle municipalities;
- Roll out and implementation of the Human Settlements Master Spatial Plan;
- Key focus on urban development;
- Strengthened focus and alignment with the PGDP;
- Facilitate youth and women empowerment initiatives;
- Continued implementation of the EPWP; and
- Implement improvements to management practices, processes and systems to address issues identified in the annual Management Performance Assessment Tool (MPAT) assessment and by the Auditor General.

## 8. OVERVIEW OF THE 2017/18 BUDGET AND MTEF ESTIMATES

### Expenditure Estimates

Table 1: Expenditure Estimates per Programme

Programme R'000	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Administration	163,986	182,847	198,260	190,054	190,073	190,073	201,248	222,687	235,454
Housing Needs, Research and Planning	14,115	14,223	16,411	16,111	14,846	14,846	16,903	18,178	19,196
Housing Development	3,270,961	3,532,420	3,674,667	3,096,492	3,137,773	3,137,773	3,419,351	3,681,551	3,935,999
Housing Assets Management, Property Management	167,940	143,688	241,687	182,455	187,685	187,685	206,368	190,189	188,895
<b>Sub-total</b>	<b>3,617,002</b>	<b>3,873,178</b>	<b>4,131,025</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>
Direct charges against the National Revenue Fund	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-	-
Unauthorized expenditure (1 <sup>st</sup> and 2 <sup>nd</sup> charge)	-	-	-	-	-	-	-	-	-
<b>Change to 2015/16 budget estimate</b>	<b>3,617,002</b>	<b>3,873,178</b>	<b>4,131,025</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>

Source: BAS



## Summary of Provincial Expenditure by Economic Classification

Table 2: Summary of Provincial Expenditure by Economic Classification

Economic Classification R'000	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
<b>Current payments</b>	<b>287,661</b>	<b>362,918</b>	<b>389,360</b>	<b>422,620</b>	<b>437,371</b>	<b>436,641</b>	<b>428,794</b>	<b>484,519</b>	<b>509,454</b>
<b>Compensation of employees</b>	<b>202,048</b>	<b>239,766</b>	<b>266,232</b>	<b>284,340</b>	<b>289,982</b>	<b>284,202</b>	<b>309,634</b>	<b>338,854</b>	<b>359,551</b>
<b>Goods and services</b>	<b>85,501</b>	<b>123,151</b>	<b>123,128</b>	<b>138,280</b>	<b>146,989</b>	<b>152,037</b>	<b>119,160</b>	<b>145,665</b>	<b>149,903</b>
Communication	6,861	7,693	8,574	7,816	7,216	7,151	8,796	8,852	8,975
Computer Services	9,158	9,681	16,841	12,162	8,853	7,452	12,023	14,329	15,843
Consultants, Contractors and special services	5,205	13,370	10,608	33,785	42,002	43,007	20,751	24,025	24,009
Inventory	2,395	2,458	2,363	1,886	2,187	2,558	1,888	1,837	1,860
Operating leases	21,317	21,912	20,468	23,062	22,571	22,269	22,551	22,872	24,719
Rental and Hiring	116	2,837	1,032	112	4,612	3,840	117	1,395	1395
Travel and subsistence	13,441	15,324	13,024	15,171	10,577	12,097	12,852	14,750	15,030
Other including Assets<5000, agency and outsourced services, training and development, property payments, operating expenditure and venues and facilities	27,008	49,876	50,218	44,286	48,971	53,663	40,182	57,605	58,072
Interest and rent on land	112	1		-	400	402	-	-	
Maintenance, repair and running costs	Included under Contractors and Inventory to avoid double counting								
<b>Transfers and subsidies to</b>	<b>3,314,180</b>	<b>3,429,932</b>	<b>3,726,625</b>	<b>3,028,198</b>	<b>3,066,788</b>	<b>3,067,518</b>	<b>3,389,097</b>	<b>3,622,627</b>	<b>3,864,651</b>
Provinces and municipalities	40,447	68,458	163,157	86,087	86,137	98,286	124,460	140,460	140,510
Departmental agencies and accounts	168,692	145,325	259,644	200,455	205,685	205,685	220,368	190,189	188,895
Public Corporations and Private Enterprises	0	0	0	0	100,000	100,000	0	0	0
Households	3,105,041	3,216,149	3,303,824	2,741,656	2,674,966	2,663,547	3,044,269	3,291,978	3,535,246
<b>Payments for capital assets</b>	<b>15,048</b>	<b>79,565</b>	<b>14,755</b>	<b>34,294</b>	<b>26,199</b>	<b>26,199</b>	<b>25,979</b>	<b>5,459</b>	<b>5,439</b>
Buildings and other fixed structures	6,799	67,455	6,170	31,454	21,754	21,754	22,026	-	-
Machinery and equipment	8,027	11,731	8,585	2,840	4,445	4,445	3,953	5,459	5,439

Economic Classification R'000	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Software and other intangible assets	222	379	-	-	-	-	-	-	-
Payment for financial assets	113	763	285	-	19	19	-	-	-
<b>Total economic classification</b>	<b>3,617,002</b>	<b>3,873,178</b>	<b>4,131,025</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>
Unauthorized expenditure (1 <sup>st</sup> and 2 <sup>nd</sup> charge) not available for spending	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>3,617,002</b>	<b>3,873,178</b>	<b>4,131,025</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>

Source: BAS

### Relating Expenditure Trends to Strategic Outcome Orientated Goals

The increase in the Department's allocation in 2015/16 is mainly due to an additional amount of R308.377 million received from NDHS in terms of Section 19 and 20 of the Division of Revenue Act (DORA), where money was allocated to the Province from Gauteng due to good performance in the delivery of units. This once-off allocation accounts for the decrease noted from 2015/16 to 2016/17.

The Department also received additional funding for the carry-through of the above-budget 2015 wage agreement. The Executive Council also agreed to provide R100 million to cater for various housing projects, as well as to re-allocate R130.973 million received from Ithala and NHFC which were transferred during 2011/12 and 2012/13. The increase from the 2016/17 Main to Adjusted Appropriation mainly relates to the reallocation of funds received from the NHFC which were transferred during 2011/12 in order to assess, administer and manage social housing programmes on behalf of the Department, funds returned by Khuboni Shezi Attorneys for spending on various housing projects and funds received from the National Department of Military Veterans in 2013/14 and 2014/15 and held in a suspense account since then. The increase over the 2017/18 MTEF is reduced due to PES and conditional grant cuts.

## **Current Payments**

### **Compensation of Employees**

The increase from the 2016/17 Main to Adjusted Appropriation, as well as over the 2017/18 MTEF, is to cater for the filling of critical vacant posts in anticipation that the Department will be able to attract people with relevant built environment skills, as well as the carry-through costs of previous wage agreements. The increase in 2018/19 is to cater for the filling of critical vacant posts such as Chief Director: Human Capital, Deputy Director in Human Resource Development, Employee Wellness Practitioners, etc. These posts will not be filled in 2017/18 due to budget cuts, but will be filled in 2018/19 from internal reprioritisation.

### **Goods and Services**

The steady increase from 2013/14 to 2015/16 in line with inflationary increases and spending pressures relating to the fast-tracking of housing project launches. The increase in the 2016/17 Main to Adjusted Appropriation and over the 2017/18 MTEF is due to the implementation of the Anti-Land Invasion Strategy which has necessitated the safeguarding of Departmental owned properties against illegal occupation.

### **Transfers and Subsidies to: Provinces and Municipalities**

The steady increase against Transfers and Subsidies to: Provinces and municipalities from 2013/14 to 2015/16 in respect of the transfer to the eThekweni Metro for the CRU programme in 2015/16. The decrease in 2016/17 relates to the CRU programme allocation which was lower than the previous year's allocation due to alignment to the agreement. The Department entered into an agreement with eThekweni Metro to transfer funds for the CRU programme. The slight increase from the 2016/17 Main to Adjusted Appropriation relates to licence fees of government motor vehicles which were under-estimated during the year. The increasing trend over the 2017/18 MTEF is largely due to the operational costs of accredited municipalities.

### **Transfers and Subsidies to: Departmental agencies and accounts**

The allocation against Transfers and Subsidies to: Departmental agencies and accounts mainly relates to transfers to the KwaZulu-Natal Housing Fund. Funding in respect of the KwaZulu-Natal Housing Fund has been moved to this category in line with an A-G finding relating to the KwaZulu-Natal Housing Fund in the 2013/14 audit. In line with this A-G finding, this category reflects the entire budget of Programme 4. It is noted, however, that the necessary codes have not yet been approved on BAS to allow the Department to capture expenditure against the KwaZulu-Natal Housing Fund, as National Treasury is of the opinion that the KwaZulu-Natal Housing Fund is not a registered entity with a Board and therefore should not be treated as a transfer to a Departmental agency.

The fluctuating trend from 2013/14 to 2015/16 relates to the transfers made in 2015/16 to the eThekweni Metro in respect of the Rectification programme for the pre-1994 housing stock of ex-Own Affairs and ex-R293 areas. The increase from the 2016/17 Main to Adjusted Appropriation is to cater for the payment of leave gratuities and severance packages, as well as payment made to GEPF for liabilities incurred relating to officials who took early retirement. The fluctuating trend over the 2017/18 MTEF relates to the rectification of pre-1994 housing stock which will be implemented in phases due to financial constraints. The decrease is due to the Department reprioritising funds to programmes which yield units.

#### **Transfers and Subsidies to: Public corporations and private enterprises**

In the 2016/17 Adjusted Appropriation and Revised Estimate relates to the funding for the implementation of the Military Veterans' Housing Project. The Department entered into an agreement with Ithala as an implementing agent for the construction of houses for military veterans.

#### **Transfers and Subsidies to: Households**

Transfers and subsidies to: Households shows an increasing trend from 2013/14 to 2015/16. This is due to the increase in the HSDG as the bulk of the housing programmes are budgeted for within this category. The decrease from 2015/16 to 2016/17 is as a result of the Department receiving additional once-off funding of R308.377 million from NDHS in 2015/16, as previously mentioned. In addition, the Department received additional funding of R100 million to cater for various housing projects, as well as reallocation of R130.973 million received from Ithala and NHFC. The decrease from the 2016/17 Main to Adjusted Appropriation relates to projects that were planned to start during 2016/17 and the planning stage took longer than anticipated due to various reasons such as social challenges and friction in the communities which led to delays, challenges with the provision of infrastructure, as the district had not finalised the installation of bulk services in order for the project to start, etc. These projects are Inanda Dam, Redcliffe, Sunhills, Tshelimnyama Phase 4, Umbhayi, etc. The HSDG grows consistently over the 2017/18 MTEF, despite the budget cuts, and provides for the continuous implementation of housing delivery focusing mainly on informal settlement upgrades, the integrated residential development programme, social and rental housing programmes, etc.

#### **Buildings and other fixed structures**

Buildings and other fixed structures mainly relates to the Social and Economic Amenities Programme. The increase in 2014/15 relates to the acquisition of the Riverview social housing development (consisting of 330 units) to be used for middle income housing through the FLISP. The decrease from the 2016/17 Main to Adjusted Appropriation relates to the Social and Economic Amenities Programme where the Department terminated contracts for uMkhanyakude, Amajuba and uMgungundlovu as a result of poor Performance. In 2017/18, funding is allocated for the finalisation of the Social and Economic Amenities programme, which will form part of the total project cost in future.

### **Machinery and Equipment**

Machinery and Equipment shows a fluctuating trend from 2013/14 to 2015/16 due to its cyclical nature. The increase from the 2016/17 Main to Adjusted Appropriation relates to accruals in respect of the purchase of additional desktops and laptops. The fluctuating trend from 2016/17 to the 2017/18 MTEF relates to the reduction in the purchase of capital assets due to ongoing implementation of cost-cutting, budget cuts, and the fact that the purchasing of vehicles is cyclical in nature.

### **Payments for Software and other intangible assets**

Relates to the purchase of various software packages in 2013/14 and 2014/15.

### **Payments for financial assets**

The amount under Payments for financial assets relates to the write-off of staff debts in 2013/14 and 2014/15. The increase from the 2016/17 Main to Adjusted Appropriation relates to a SARS refund received by the Department and used to cater for write-offs in respect of debit balances in the Salary Tax Debt account, as mentioned previously.



# PART B PROGRAMMES





## 9. PROGRAMMES

### 9.1 PROGRAMME 1: ADMINISTRATION

#### PURPOSE AND STRUCTURE

The purpose of the Administration Programme is to:

- Provide overall strategic leadership, coordination and management of strategies towards the achievement of sustainable human settlements for all people in the Province of KwaZulu-Natal;
- Administer the Department in line with good governance practice; and
- Formulate and/or review policies and strategies in line with legal prescripts and national and provincial priorities.

The Sub-Programme within this Programme includes Corporate Services and comprises the following strategic support services:

- Office of the Head of Department
- Office of the Chief Financial Officer
- Financial Management
- Human Resource Management
- Monitoring and Evaluation
- Intergovernmental Relations
- Legal Services
- Supply Chain Management
- General Administration and Auxiliary Services
- Risk Management and Advisory Services
- Information Management Systems and Technology
- Budget and Planning Services

The strategic objectives of the Programme are:

- Strengthen governance and service delivery,
- Address institutional and systematic constraints, and
- Identify and address risks in the housing delivery process.

Of relevance to this Programme is Outcome 12, namely: an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Outcome 12 covers the following key strategic areas:

- Service Delivery Quality and Access;
- Human Resource Management and Development;
- Business process, systems, decision rights and accountability;
- Corruption tackled effectively; and
- Citizen Participation.

In order to maintain the highest standards of governance, the leadership team has committed themselves in striving to conform to the governance principles as enshrined in the King Code of Governance for South Africa. To meet these standards and principles, the Department has constituted a number of governance structures to assist the Accounting Officer and Executive Committee in governing the business of the Department in a fair, responsible and transparent manner.

Key focus areas over the next financial year include sound financial and risk management and the provision of skilled human capital as well as healthy and sound human resources. In order to ensure alignment between the IT functions and deliverables with the Department's strategic plan, it was essential to develop the IT strategy, i.e. GWEA (Government Wide Enterprise Architecture Framework). The strategy is developed every three years and will be reviewed and updated annually. In addition, the Department has an approved Fraud Prevention Plan, which includes the following appendices, namely the Code of Conduct and Business Ethics, Disciplinary Code and Procedures, Fraud Policy and Response Plan, Whistle Blowing Policy, Gift Policy, Conflict of Interest Policy and Matrix of responsibilities. Further attention will be placed on the implementation and review of this plan during the forthcoming year to demonstrate the Department's commitment to zero tolerance of fraud, corruption and maladministration of public funds.

The strategic objective that talks to human resources seeks to provide skilled human resources. This is monitored through the implementation of the approved human resource plan which comprehensively addresses the human resource requirements of the Department in order for the Department to meet its mandates inclusive of providing sustainable human settlements and improved quality of life. The other area that seeks to ensure the achievement of the strategic objective is the verification of PERSAL information. This area is very critical as it ensures that all employees in the Department are lawful citizens of the country, have authentic documentation and valid qualifications for the jobs they are in and that their historical information is traceable. The verification of PERSAL information must be maintained at 100% at all times and remains a strategic area to ensure that the Department is not exposed to risk of having illegitimate personnel in its employ.

**PROVINCIAL STRATEGIC OBJECTIVES****Strategic Goal 1: Transform Provincial Human Settlement Services**

<b>Strategic Objective 1</b>	<b>Ensure the financial viability of the Department</b>
Objective Statement	The Department will continue working on achieving its vision, building better relationships with employees and customers, empowering employees to make decisions at all levels of the hierarchy, and, at the same time introducing tight fiscal controls
Strategic Objective Indicator and Target	Approved Human Settlement Development Grant (HSDG) business plan (5)
Baseline	Approved Human Settlement Development Grant (HSDG) business plan (1)
Justification	<ul style="list-style-type: none"> <li>• Improved service delivery</li> <li>• Value for money</li> <li>• Legislative compliance</li> <li>• Integrated planning</li> <li>• Creating and sustaining a workforce that is skilled, informed, efficient, developed, healthy and representative</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Co-operative governance</li> <li>• Economic and social development</li> <li>• Community needs</li> <li>• Government's mandates</li> <li>• Education and skills for all</li> <li>• Safer communities</li> <li>• Creating decent work</li> <li>• Development and empowerment of staff</li> <li>• Outcome 12, PGDP Goal 6</li> </ul>

<b>Strategic Objective 2</b>	<b>Provision of skilled human resources</b>
Objective Statement	The Department will continue working on achieving its vision, building better relationships with employees and customers, empowering employees to make decisions at all levels of the hierarchy, and, at the same time introducing shorter turnaround periods for staff recruitment to ensure continuity.
Strategic Objective Indicator and Target	Approved Human Resource Plan reviewed annually (3)
Baseline	Annual reviewed Human Resource Plan (1)
Justification	<ul style="list-style-type: none"> <li>• Sound policies and</li> <li>• Improved service delivery</li> <li>• Value for money</li> <li>• Legislative compliance</li> <li>• Integrated planning</li> <li>• Creating and sustaining a workforce that is skilled, informed, efficient, developed, healthy and representative</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Co-operative governance</li> <li>• Economic and social development</li> <li>• Community needs</li> <li>• Government's mandates</li> <li>• Education and skills for all</li> <li>• Safer communities</li> <li>• Creating decent work</li> <li>• Development and empowerment of staff</li> <li>• Outcome 12, PGDP Goal 6</li> </ul>

**STRATEGIC OBJECTIVES AND MTEF TARGETS**

Table 3: Provincial Strategic Objectives and MTEF Targets

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Ensure the financial viability of the Department	Approved Human Settlement Development Grant (HSDG) business plan	5	New indicator	New indicator	1	1	1	1	1
Provision of skilled human resources	Approved Human Resource Plan reviewed	3	New indicator	New indicator	New indicator	New indicator	1	1	1

**PROGRAMME PERFORMANCE INDICATORS AND TARGETS**
**NATIONAL SECTOR PERFORMANCE INDICATORS**

Table 4: National Sector Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of pieces of provincial human settlements legislation passed <sup>2</sup> (in line with national legislation) <sup>3</sup>	Signed off legislation	-	-	-	-	-	-	-

**PROVINCIAL PERFORMANCE INDICATORS AND TARGETS**

Table 5: Provincial Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Personnel information on Persal system verified	Persal	100%	59%	62%	100% (6,978 over 15 disciplines)	100% (6,978 over 15 disciplines)	100% (6,978 over 15 disciplines)	100% (6,978 over 15 disciplines)
GWEA reviewed and updated	Updated GWEA	GWEA developed and approved	1	GWEA reviewed and updated	GWEA reviewed and updated	1	1	1
ICT Governance Framework Reviewed	Reviewed Framework	New indicator	New indicator	New indicator	1	1	1	1

<sup>2</sup> Indicator is as per approved sector performance indicator

<sup>3</sup>No targets set, as this is subject to the finalisation of the drafting of the White Paper on Human Settlements and the Pie Act, Act 19 of 1998 by the National Department of Human Settlements

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Fraud Prevention Plan Reviewed	Approved Fraud Prevention Plan	New indicator	1	Fraud Prevention Plan Reviewed	1	1 <sup>4</sup>	1 <sup>5</sup>	1
Risk Management Plan reviewed	Approved Risk Management Plan	New indicator	New indicator	New indicator	New indicator	1	1	1
Reviewed organizational structure implemented	HRMS	Approved Organogram	1	0	0	1 <sup>6</sup>	-	-
MPAT Improvement Plan approved	Approved MPAT Improvement Plan	New indicator	New indicator	New indicator	New indicator	1	1	1

## PERFORMANCE INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 6: Performance Indicators: Quarterly and Annual Targets

Performance Indicators	Targets 2017/18	Quarterly Targets			
		Q1	Q2	Q3	Q4
<b>Annual Targets</b>					
Personnel information on Persal system verified	100%	25%	25%	25%	25%
GWEA reviewed and updated	1	-	-	-	1
ICT Governance Framework Reviewed	1	-	-	-	1
Fraud Prevention Plan Reviewed	1	-	-	-	1
Risk Management Plan reviewed	1	-	-	-	1
Reviewed organizational structure implemented	1	-	-	-	1
MPAT Improvement Plan approved	1	1	-	-	-

<sup>4</sup>Fraud Prevention Plan Reviewed

<sup>5</sup>Fraud Prevention Plan Implemented

<sup>6</sup> Reviewed Organizational Structure implemented

**RECONCILING PERFORMANCE TARGETS WITH EXPENDITURE TRENDS AND TARGETS**

Table 7: Expenditure Estimates for Administration

Sub-Programme R' 000	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Corporate Services	163,986	182,847	198,260	190,054	190,073	190,073	201,248	222,687	235,454
<b>Sub-Total</b>	<b>163,986</b>	<b>182,847</b>	<b>198,260</b>	<b>190,054</b>	<b>190,073</b>	<b>190,073</b>	<b>201,248</b>	<b>222,687</b>	<b>235,454</b>
Unauthorized expenditure (1 <sup>st</sup> and 2 <sup>nd</sup> charge) not available for spending	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>163,986</b>	<b>182,847</b>	<b>198,260</b>	<b>190,054</b>	<b>190,073</b>	<b>190,073</b>	<b>201,248</b>	<b>222,687</b>	<b>235,454</b>

Source: BAS

Table 8: Summary of Provincial Expenditure Estimates by Economic Classification

Economic Classification R'000	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Current payments	153,932	173,522	188,867	187,155	184,917	184,290	197,223	217,702	230,439
Compensation of employees	90,922	101,270	110,479	117,659	118,023	117,484	125,871	142,520	151,151
Goods and services	63,006	72,251	78,388	69,496	66,494	66,406	71,352	75,182	79,288
Communication	4,705	5,136	5,747	5,085	4,475	4,475	5,976	5,976	6,013
Computer Services	8,406	8,487	16,210	11,064	8,342	7,004	11,171	13,428	14,934
Consultants, Contractors and special services	3,038	3,244	2,379	2,868	2,268	2,268	3,051	3,166	3,150
Inventory	1,753	1,584	1,355	1,530	1,805	1,890	1,540	1,550	1,551
Operating leases	20,816	21,216	19,626	22,452	22,324	21,897	22,501	22,816	24,663
Rental & hiring	8	3	5	-	-	-	-	-	-
Travel and subsistence	3,762	4,497	3,837	4,460	3,694	3,599	4,809	4,896	5,004
Interest and rent on land	4	1	-	-	-	-	-	-	-
Maintenance , repair and running costs	Included under Contractors and inventory to prevent double counting								



Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-	-
Other including Assets<5000, training and development, property payments, operating expenditure and venues and facilities	20,518	28,084	29,229	22,037	23,586	25,273	22,304	23,350	23,973
<b>Transfers and subsidies to</b>	<b>2,109</b>	<b>2,180</b>	<b>1,195</b>	<b>902</b>	<b>1,483</b>	<b>2,110</b>	<b>887</b>	<b>887</b>	<b>937</b>
Provinces and municipalities	56	132	98	295	345	295	250	250	300
Departmental agencies and accounts	752	705	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1,301	1,343	1,097	607	1,138	1,815	637	637	637
<b>Payments for capital assets</b>	<b>7,883</b>	<b>6,446</b>	<b>8,181</b>	<b>1,997</b>	<b>3,654</b>	<b>3,654</b>	<b>3,138</b>	<b>4,098</b>	<b>4,078</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	7,661	6,446	8,181	1,997	3,654	3,654	3,138	4,098	4,078
Software and other intangible assets	222	-	-	-	-	-	-	-	-
<b>Payment for financial assets</b>	<b>62</b>	<b>699</b>	<b>17</b>		<b>19</b>	<b>19</b>	<b>-</b>		<b>-</b>
<b>Total economic classification</b>	<b>163,986</b>	<b>182,847</b>	<b>198,260</b>	<b>190,054</b>	<b>190,073</b>	<b>190,073</b>	<b>201,248</b>	<b>222,687</b>	<b>235,454</b>
<b>Unauthorized expenditure (1<sup>st</sup> and 2<sup>nd</sup> charge) not available for spending</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>-</b>	<b>-</b>		
<b>Total</b>	<b>163,986</b>	<b>182,847</b>	<b>198,260</b>	<b>190,054</b>	<b>190,073</b>	<b>190,073</b>	<b>201,248</b>	<b>222,687</b>	<b>235,454</b>

Source: BAS

## 9.2 PROGRAMME 2: HOUSING NEEDS, RESEARCH AND PLANNING

### PURPOSE AND STRUCTURE

The main purpose of this Programme is to enhance and sustain the strategic direction of the Department by providing effective and efficient housing development planning, policy and research as well as capacity building support to the Department.

In order to effectively achieve the above, this Programme has three sub-components, namely:

- Policy and Research (Product Development);
- Planning (Integrated Planning); and
- Municipal Support and Consumer Education

The strategic objectives per sub-component are as follows:

- Policy and Research: Strengthened governance and service delivery for Human Settlements through policy development and research;
- Planning: Improved planning to achieve integrated settlement developments; and
- Municipal Support and Consumer Education: Improved capacity and knowledge systems to achieve integrated settlement developments.

The strategic thrust of this Programme is therefore to ensure that housing development is undertaken in an integrated and sustainable manner. The promotion and implementation of sound planning principles is therefore pivotal for the creation of sustainable human settlements with strengthened capacity and the effective development of policies that support and facilitate housing delivery. Strategic mandates that govern this Programme include amongst others, the NDP, the PSEDS, PGDP, the comprehensive plan “Breaking New Ground” for housing delivery and Outcome 8.

The Programme undertakes policy and research as well as for the facilitation and integration of housing sector planning, municipal support, alignment of the housing budget with the current and future housing needs, and the capacitation of housing stakeholders for housing delivery through training.

Over the years a significant amount of the subsidy funding found its way to the Rural Housing Programme due to the housing backlog. With the greater focus on urbanisation albeit not excluding rural projects, the emphasis is now to accommodate a rapidly urbanising population.

Urbanisation brings along with it many challenges, mainly the availability of bulk infrastructure and the pressure on available and well located land. A concerted effort is now being made to focus more on urban projects such as the fast tracking of the Informal Settlement Upgrades, IRDP, FLISP, GAP housing and Social Housing.

The Human Settlements Master Spatial Plan (HSMSP) will guide housing development in specific nodal areas. It further looks at densification and restructuring in urban areas, highlighting the PGDP strategy for compact urban spatial transformation.

In terms of the Accreditation Programme, continued support will be provided to the 7 accredited municipalities in line with Outcome 8 priorities. In this regard, operational funding is being provided to these municipalities to address capacity constraints.

Further to the above, the National Department of Human Settlements initiated the establishment of a National Housing Needs Register (NHNR) system to ensure that there is a proper establishment of needs for housing and a fair allocation of housing opportunities. The implementation and roll out of this initiative will be undertaken at the Ray Nkonyeni, Alfred Duma, eThekweni, KwaDukuza, uMhlathuze, uMngeni, eDumbe, Msunduzi and Newcastle municipalities.

**PROVINCIAL STRATEGIC OBJECTIVES**

**Strategic Goal 2: Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements**

**Strategic Goal 3: Improving the quality of delivery services**

<i>Strategic Objective 1</i>	<i>Implement projects that ensure spatial, social and economic integration</i>
Objective Statement	The Department will endeavour to develop balanced, equitable and sustainable human settlements aligned to the SDF.
Strategic Objective Indicator and Target	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1) (6)
Baseline	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1) (0)
Justification	<ul style="list-style-type: none"> <li>• Provide access</li> <li>• Appropriate level of service</li> <li>• Increased safety</li> <li>• Increased access to social, economic and public facilities</li> <li>• Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Rural development</li> <li>• Creating decent work and ensuring economic growth</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> <li>• Sustainable resource management</li> <li>• Economic growth</li> <li>• Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

## STRATEGIC OBJECTIVES AND MTEF TARGETS

Table 9: Provincial Strategic Objectives and MTEF Targets

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Target		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Implement projects that ensure spatial, social and economic integration	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1)	6	New indicator	New indicator	6	3	6 <sup>7</sup>	4 <sup>8</sup>	5 <sup>9</sup>

## PROGRAMME PERFORMANCE INDICATORS AND TARGETS

### NATIONAL SECTOR PERFORMANCE INDICATORS

Table 10: National Sector Performance Indicators and MTEF Targets

Performance Indicator	Data Source	Audited/ Actual Performance			Estimated Performance 2016/17	Medium Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Number of policy and implementation guidelines approved (in line with national policies and guidelines)	Approved policy and implementation guidelines	7	2	4	4	1	1	1
Part D of the Annual Performance Plan populated according to the prescribed format of National Treasury indicating planned targets and budget allocations over a five-year period.	Approved multi-year housing development plan	1	1	1	1	1	1	1
Number of approved human settlement projects contained in the IDP Chapter based on the objectives of Outcome 8 and representing national and provincial priorities.	Project pipeline	6	29	-	-	- <sup>10</sup>	-	-
Number of Municipalities provided with technical support (including transfer of skills) to enable the municipality to produce development plans for human settlements projects.	Minutes of meetings	15	47	53	25	40	40	40

<sup>7</sup>Hyde Park IRDP, Cornubia South Phase 2 IRDP, Empangeni IRDP, Johnston Blaaubosch Cavan (JBC) IRDP, Amaoti Greater ISUP, uMlazi Urban Regeneration Catalytic Projects

<sup>8</sup> Planning activities of Empangeni IRPD and Hyde Park IRPD will be finalized in the 2018/19 financial year

<sup>9</sup>uMlazi Urban Regeneration and KwaMashu Bridge City-planning will be finalized in the 2019/20 financial year

<sup>10</sup>No target has been set as all projects approved must be aligned to the IDP and Outcome 8

Performance Indicator	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of project proposals for research studies approved	Approved research projects	4	4	3	-	- <sup>11</sup>	-	-
Number of reports developed in terms of approved research studies and approved for publication.	Completed research papers	6	8	1	4	1	1	1

## PROVINCIAL PERFORMANCE INDICATORS AND TARGETS

Table 11: Provincial Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of new municipalities accredited	Protocol Agreement	New Indicator	New Indicator	New Indicator	New Indicator	- <sup>12</sup>	3	-

Table 12: Performance Indicators: Annual and Quarterly Targets

Performance Indicators	Annual Targets 2017/18	Annual Targets			
		Q1	Q2	Q3	Q4
<b>Annual Targets</b>					
Number of policy and implementation guidelines approved (in line with national policies and guidelines)	1	-	-	-	1
Part D of the Annual Performance Plan populated according to the prescribed format of National Treasury indicating planned targets and budget allocations over a five-year period.	1	1	-	-	-
Number of Municipalities provided with technical support (including transfer of skills) to enable the municipality to produce development plans for human settlements projects.	40	10	10	10	10
Number of reports developed in terms of approved research studies and approved for publication.	1	-	-	-	1

<sup>11</sup>Duplication of indicator therefore Consolidated under "number of research papers completed", as research has to be approved for it to be undertaken

<sup>12</sup> The capacitation and assessment process of the new municipalities eligible for accreditation with be undertaken during the 2017/18 financial year

**RECONCILING PERFORMANCE TARGETS WITH EXPENDITURE TRENDS**

Table 13: Expenditure Estimates for Housing Needs, Research and Planning

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	R' 000	2013/14	2014/15				2015/16	2016/17	
Administration	1,374	338	376	410	397	397	361	387	412
Policy	3,695	3,539	4,354	4,246	4,305	4,305	5,112	5,520	5,822
Planning	3,124	3,400	3,447	3,717	3,624	3,624	3,780	4,018	4,271
Research	5,922	6,946	8,534	7,738	6,520	6,520	7,650	8,253	8,691
<b>Total</b>	<b>14,115</b>	<b>14,223</b>	<b>16,411</b>	<b>16,111</b>	<b>14,846</b>	<b>14,846</b>	<b>16,903</b>	<b>18,178</b>	<b>19,196</b>

Source: BAS

Table 14: Summary of Provincial Expenditure Estimates by Economic Classification

Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimate		
	R'000	2013/14	2014/15				2015/16	2016/17	
<b>Current payments</b>	<b>14,038</b>	<b>14,209</b>	<b>16,411</b>	<b>16,111</b>	<b>14,793</b>	<b>14,793</b>	<b>16,903</b>	<b>18,178</b>	<b>19,196</b>
<b>Compensation of employees</b>	<b>11,496</b>	<b>11,165</b>	<b>12,885</b>	<b>12,986</b>	<b>13,189</b>	<b>12,483</b>	<b>14,524</b>	<b>15,569</b>	<b>16,521</b>
<b>Goods and services</b>	<b>2,542</b>	<b>3,044</b>	<b>3,526</b>	<b>3,125</b>	<b>1,604</b>	<b>2,310</b>	<b>2,379</b>	<b>2,609</b>	<b>2,675</b>
Communication	266	187	185	235	219	198	224	210	221
Computer Services	-	79	26	-	7	12	15	15	16
Consultants, Contractors and special services	-	3	12	-	-	-	-	-	-
Inventory	90	51	151	106	99	91	101	101	105
Operating leases	128	90	94	104	-	1	-	-	-
Travel and subsistence	959	1,208	799	1,495	511	554	930	1,012	991
Interest and rent on land	-	-	-	-	-	-	-	-	-
Maintenance, repair and running costs	-	-	-	-	-	-	-	-	-
Other including Assets<5000, training and development, property payments,	1,099	1,426	2,259	1,185	768	1,454	1,109	1,271	1,342



Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimate				
	R'000	2013/14	2014/15				2015/16	2016/17			2017/18
operating expenditure and venues and facilities											
<b>Transfers and subsidies to</b>	-	7	-	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-	-
Households	-	7	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	77	-	-	-	-	53	53	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	77	-	-	-	-	53	53	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-	-
<b>Payment for financial assets</b>	-	7	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>14,115</b>	<b>14,223</b>	<b>16,411</b>	<b>16,111</b>	<b>14,846</b>	<b>14,846</b>	<b>14,846</b>	<b>16,903</b>	<b>18,178</b>	<b>19,196</b>	

Source: BAS

### **9.3 PROGRAMME 3: HOUSING DEVELOPMENT**

#### **PURPOSE AND STRUCTURE**

The purpose of the Programme is to provide housing in the Province through the creation of sustainable human settlements and in interaction with relevant stakeholders.

Programme 3 is the core function of the Department and serves to promote effective and efficient Human Settlements delivery through various housing subsidies instruments. It's main focus is to achieve the Outcome 8 targets which contributes to the national priorities targets, as per the Medium Term Strategic Framework (MTSF).

The housing programmes implemented by this Programme includes: Finance Linked Individual Subsidy Programme (FLISP), Enhanced Peoples Housing Process (EPHP), Informal Settlement Upgrade Programme (ISU), Informal Residential Development Programme (IRDP), Emergency Housing and Operation Sukuma Sakhe (OSS), as well as Social/Rental Housing, Community Residential Units, Rectification, Military Veterans, Social and Economic Amenities and Rural Housing.

It must be noted that Programme 3 carries the CORE functions of the Department hence it utilises the bulk of the Human Settlements Development Grant (HSDG) in achieving the set targets.

The eradication of the informal settlements in the Province and the eradication of the temporary residential accommodation within the eThekweni municipality remains a priority to be implemented over the remaining MTSF period and beyond. Other key focus areas for the achievement of Outcome 8 targets are the acquisition of suitable well-located land for human settlements, creation of affordable rental stock and making provision for the gap market. In order to increase the supply of gap market housing to meet the high demand, the Department will be engaging with the private sector developers and other stakeholders inclusive of financial institutions. Furthermore, greater emphasis will be given to IRDP projects which will make available serviced sites for FLISP.

In addressing the title deeds backlog, Built Environment Service providers have been appointed to attend to the opening of township registers, pegging of sites, beneficiary administration and conveyancing matters.

The Department is currently utilizing innovative construction technologies i.e. alternative building technology and materials voucher system versus brick and mortar which takes longer and results in a longer waiting period for the beneficiaries to benefit from a housing opportunity. Alternative building technologies are relatively quick in construction and this will be mostly used but not limited to clear backlog on OSS and emergency housing that require immediate interventions.

Housing delivery is also aggravated by land invasions. Key drivers to land invasions include the migration to the economic hubs due to accessibility as well as better employment opportunities. Land invasions have resulted in the Department and municipalities intensifying social facilitation and legal action to prevent the erection of illegal structures on state land designated for Breaking New Ground developments for beneficiaries already registered for subsidised residential development. Particularly within the eThekweni municipal area, invasions have increased within the Lamontville, Cato Crest and Kennedy Road and various other strategic informal settlements close to job opportunities. Land invasions negatively affect planned human settlements and have occurred on both state owned and private land. An Anti -Land Invasion Strategy has been developed that would ultimately ensure that this issue is addressed in a strategic, caring and holistic manner.

The Military Veterans Programme will be rolled out on serviced sites identified by the Department and respective municipalities through EPHP.

The Programme will also continue with the implementation of EPWP which is a nationwide programme spearheaded by National Department of Public Works aimed to alleviate poverty through job creation. All the public bodies are expected to partake in the programme by reporting the work opportunities that they have created through their baseline budget.

**PROVINCIAL STRATEGIC OBJECTIVES**

**Strategic Goal 2: Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements**

**Strategic Goal 3: Improving the quality of delivery services**

<b>Strategic Objective 1</b>	<b>Accelerate the delivery of slums clearance projects and Outcome 8 projects</b>
Objective Statement	The Department will continue to promote effective and efficient housing delivery producing
Strategic Objective Indicator and Target	Number of Urban housing opportunities (112,803)
	Number of additional restructuring zones declared by the National Minister of Human Settlements (6)
	Number of properties transferred (27,164)
Baseline	<ul style="list-style-type: none"> <li>Urban houses delivered [New indicator]</li> <li>Additional restructuring zones (0)</li> <li>Number of properties transferred (2014/15: 1,565)</li> </ul>
Justification	<ul style="list-style-type: none"> <li>Provide access</li> <li>Appropriate level of service</li> <li>Increased safety</li> <li>Increased access to social, economic and public facilities</li> <li>Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Urban development</li> <li>Creating decent work and ensuring economic growth</li> <li>Social and economic infrastructure</li> <li>Nation building and good governance</li> <li>Cohesive and sustainable communities</li> <li>Sustainable resource management</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

<b>Strategic Objective 2</b>	<b>Accelerate the creation of rental housing opportunities, and implement projects that ensure spatial, social and economic integration</b>
Objective Statement	The Department will continue to promote effective and efficient social and rental housing delivery
Strategic Objective Indicator and Target	Number of additional restructuring zones declared by the National Minister of Human Settlements (6)
Baseline	Number of additional restructuring zones [0]
Justification	<ul style="list-style-type: none"> <li>Provide access</li> <li>Appropriate level of service</li> <li>Increased safety</li> <li>Increased access to social, economic and public facilities</li> <li>Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Urban development</li> <li>Creating decent work and ensuring economic growth</li> <li>Social and economic infrastructure</li> <li>Nation building and good governance</li> <li>Cohesive and sustainable communities</li> <li>Sustainable resource management</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

<b>Strategic Objective 3</b>	<b>Improve access to tenure</b>
Objective Statement	The Department will fast track the transfer of title deeds to promote home ownership
Strategic Objective Indicator and Target	Number of properties transferred (27,164)
Baseline	Number of properties transferred in 2014/15 [1,565]
Justification	<ul style="list-style-type: none"> <li>To provide for security of tenure</li> <li>Increased access to social and economic facilities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Safety</li> <li>Economic sustainability</li> <li>Value for money</li> <li>Cohesive and sustainable communities</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11,MTSF</li> </ul>

### STRATEGIC OBJECTIVE MTEF TARGETS

Table 15: Provincial Strategic Objectives and MTEF Targets

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Accelerate the delivery of slums clearance projects and Outcome 8 projects	Number of urban Housing opportunities	112, 803	New Indicator	New Indicator	8,293	11,312	11,227	10,877	11,020
Accelerate the creation of rental housing opportunities, and implement projects that ensure spatial, social and economic integration	Number of additional restructuring zones declared by the National Minister of Human Settlements	6	New Indicator	New Indicator	-	2	5	-	-
Improve access to tenure	Number of properties transferred	27,164	2,336	3,193	2,116	9,080	32 109	12, 699	14,477

## PROGRAMME PERFORMANCE INDICATORS AND TARGETS

### NATIONAL SECTOR PERFORMANCE INDICATORS

Table 16: National Sector Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of new housing units completed (D3 certificate/happy letter) in the Province across all housing programmes being utilized by the province	Form 4 and D3	New indicator	New indicator	New indicator	New indicator	20,222	22,104	23,645
Number of new sites connected to basic services (provided with the following: water, sanitation, and electricity) as part the Integrated Residential Development Programme	Form 4 and Completion Certificate	539	1,997	3,905	2,974	1,106	1,733	2,176
Number of households connected to basic services (provided with at least two of the following: water, sanitation and electricity) as part the Informal Settlement Upgrade Programme (either in-situ or relocation)	Form 4 and Completion Certificate	2,195	2,016	2,960	4,626	2,239	5,861	6,118

### PROVINCIAL PERFORMANCE INDICATORS

Table 17: Provincial Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18 <sup>13</sup>	2018/19	2019/20
<b>Informal Settlements Upgrade Programme:</b> Number of Houses completed	Form 4 & D6	5,727	7,407	3,168	4,626	4,902	5,125	6,146
<b>Integrated Development Programme:</b> Number of Houses completed	Form 4 & D6	242	442	1,454	2,974	2,964	2,720	1,993
<b>Enhanced Peoples Housing Process:</b> Number of houses completed	Form 4 & D6	1,418	3,058	2,960	2,355	3,293	2,982	2,801
<b>Social Housing Programme</b> (utilizing the Institutional Subsidy funding mechanism) <sup>14</sup> Number of Units completed	Form 4 & D6	-	440	76	680	- <sup>15</sup>	50	150

<sup>13</sup>Targets have been reduced due to Fiscal constraints and reduction in the HSDG allocation to the Province, as well as due to the increase in the subsidy quantum and housing product specification

<sup>14</sup>Refers to the Institutional Subsidy funding mechanism utilized for the Social Housing Programme only

<sup>15</sup>No target has been set as SHRA is to undertake the implementation of the Programme for the 2017/18 financial year



Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18 <sup>13</sup>	2018/19	2019/20
<b>Financed-Linked Individual Subsidy Programme:</b> Number of houses	Form 4 & HSS Report	137	197	365	400	2,480	4,100	5,285
<b>Community Residential Units</b> Number of Units completed	Completion Certificate and Report	472	-	270	277	200	250	250
<b>Number of Hectares of well-located land</b> acquired and/or released for residential development	Invoice/ MOA	1,373	779	525	273	1,344	-	-
<b>Emergency Housing Programme (inclusive of Sukuma Sakhe)</b> Number of houses completed	D6/Form 4	1,693	632	1,501	1,654	1,894	520	240
<b>Rectification/Rehabilitation (1994-2002 stock) Programme</b> Number of Units rectified	D6/Form 4	738	455	910	838	802	1,602	2,037
<b>Military Veterans Housing Programme</b> Number of Houses completed	D6/Form 4	New Indicator	New indicator	-	170	68	50	80
<b>Rural Housing (Inclusive of Farm Worker Programme):</b> Number of houses completed	D6/Form 4	15,944	8,452	16,539	10,604	7,764	9,525	9,607
<b>Number of work opportunities</b> created through related programmes	DPW Report	New Indicator	6,656	6,181	9,000	5,000	5,500	5,900
<b>All subsidy instruments:</b> Number of properties transferred	FLISP & Individual (Form 4 & HSS Report), other Projects (P4)	2,336	3,193	2,166	9,080	32,109	12,699	14,477
Number of beneficiaries approved	Memo & HSS Report	41,791	52,089	37,248	9,345	15,112	14,114	15,129
Number of serviced sites delivered per human settlements (housing) programme	Form 4 & Completion Certificate	2,790	4,013	6,879	8,829	3,345	7,894	8,594
Number of new housing units completed in the Province across all housing programmes (Excluding Rectification)	Form 4 & D6	29,151	29,312	26,552	21,063	23,790	26,005	27,818

Table: 18: Performance Indicators: Annual and Quarterly Targets

Performance Indicators	Annual Targets 2017/18 <sup>16</sup>	Quarterly Targets			
		Q1	Q2	Q3	Q4
Number of new housing units completed (D3 certificate/happy letter) in the Province across all housing programmes being utilized by the province	20,222	5,661	5,749	4,661	4,151
Number of new sites connected to basic services (provided with the following: water, sanitation, and electricity) as part the Integrated Residential Development Programme	1,106	258	226	154	468
Number of households connected to basic services (provided with at least two of the following: water, sanitation and electricity) as part the Informal Settlement Upgrade Programme (either in-situ or relocation)	2,239	635	830	463	311
<b>Informal Settlements Upgrade Programme:</b> Number of Houses completed	4,902	1,274	1,380	1,183	1,065
<b>Integrated Development Programme:</b> Number of Houses completed	2,964	1,046	771	606	541
<b>Enhanced Peoples Housing Process:</b> Number of houses completed	3,293	935	930	767	661
<b>Financed-Linked Individual Subsidy Programme:</b> Number of houses	2,480	613	621	621	625
<b>Community Residential Units</b> Number of Units completed	200	-	50	50	100
<b>Number of Hectares of well-located land</b> acquired and/or released for residential development	1,344	15	32	737	560
<b>Emergency Housing Programme (inclusive of Sukuma Sakhe)</b> Number of houses completed	1,894	623	561	406	304
<b>Rectification/Rehabilitation (1994-2002 stock) Programme</b> Number of Units rectified	802	270	158	141	233
<b>Military Veterans Housing Programme</b> Number of Houses completed	68	-	-	-	68
<b>Rural Housing (Inclusive of Farm Worker Programme):</b> Number of houses completed	7,764	2,124	2,390	1,791	1,459
<b>Number of work opportunities</b> created through related programmes	5,000	1,850	1,300	1,150	700
<b>All subsidy instruments:</b> Number of properties transferred	32,109	6,237	7,807	9,007	9,058
Number of beneficiaries approved	15,112	2,805	3,451	6,124	2,732
Number of serviced sites delivered per human settlements (housing) programme	3,345	893	1,056	617	779
Number of new housing units completed in the Province across all housing programmes (Excluding Rectification)	23,790	6,660	6,763	5,484	4,883

<sup>16</sup>The HDSG business plan annual target differs from the APP annual target as due to rounding; numbers do not necessarily add up to totals

**RECONCILING PERFORMANCE TARGETS WITH EXPENDITURE TRENDS**

**Table 19: Expenditure Estimates for Housing Development**

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	R' 000	2013/14	2014/15				2015/16	2016/17	
Administration	71,354	90,698	86,714	89,535	86,599	86,599	92,788	97,973	103,441
Financial Interventions	444,529	469,225	421,270	420,009	420,009	420,009	478,407	523,435	578,599
Incremental Interventions	1,104,695	1,089,267	1,307,268	1,501,585	1,545,802	1,460,348	1,759,482	1,675,536	1,848,706
Social and Rental Interventions	60,205	78,768	267,718	225,490	225,490	205,490	108,150	205,000	205,000
Rural Interventions	1,590,178	1,804,462	1,591,697	859,873	859,873	965,327	980,524	1,179,607	1,200,253
<b>Total</b>	<b>3,270,961</b>	<b>3,532,420</b>	<b>3,674,667</b>	<b>3,096,492</b>	<b>3,137,773</b>	<b>3,137,773</b>	<b>3,419,351</b>	<b>3,681,551</b>	<b>3,935,999</b>

Table 20: Summary of provincial Expenditure estimates by Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	R'000	2013/14	2014/15				2015/16	2016/17	
<b>Current payments</b>	<b>119,691</b>	<b>175,187</b>	<b>184,082</b>	<b>219,354</b>	<b>237,661</b>	<b>237,558</b>	<b>214,668</b>	<b>248,639</b>	<b>259,819</b>
<b>Compensation of employees</b>	<b>99,630</b>	<b>127,331</b>	<b>142,868</b>	<b>153,695</b>	<b>158,770</b>	<b>154,235</b>	<b>169,239</b>	<b>180,765</b>	<b>191,879</b>
<b>Goods and services</b>	<b>19,953</b>	<b>47,856</b>	<b>41,214</b>	<b>65,659</b>	<b>78,891</b>	<b>83,321</b>	<b>45,429</b>	<b>67,874</b>	<b>67,940</b>
Communication	1,890	2,370	2,642	2,496	2,522	2,478	2,596	2,666	2,741
Computer Services	752	1,115	605	1,098	504	436	837	886	893
Consultants, Contractors and special services	2,167	10,123	8,217	30,917	39,734	40,739	17,700	20,859	20,859
Inventory	552	823	857	250	283	577	247	186	204
Operating leases	373	606	748	506	247	371	50	56	56
Rental & hiring	108	2,834	1,027	112	4,612	3,840	117	1,395	1,395
Travel and subsistence	8,720	9,619	8,388	9,216	6,372	7,944	7,113	8,842	9,035
Interest and rent on land	108	-	-	-	-	2	-	-	-
Maintenance, repair and running costs	-	-	-	-	-	-	-	-	-
Other including Assets<5000, training and development, property payments, operating expenditure and venues and facilities	5,391	20,366	18,730	21,064	24,617	26,936	16,769	32,984	32,757
<b>Transfers and subsidies to</b>	<b>3,144,131</b>	<b>3,284,057</b>	<b>3,483,786</b>	<b>2,844,841</b>	<b>2,877,620</b>	<b>2,877,723</b>	<b>3,181,842</b>	<b>3,431,551</b>	<b>3,674,819</b>

Table 20: Summary of provincial Expenditure estimates by Economic Classification Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	R'000	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
Provinces and municipalities	40,391	68,326	163,059	85,792	85,792	97,991	124,210	140,210	140,210
Departmental agencies and accounts	-	932	18,000	18,000	18,000	18,000	14,000	-	-
Public corporations and private enterprises	-	-	-	-	100,000	100,000	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	3,103,740	3,214,799	3,302,727	2,741,049	2,673,828	2,661,732	3,043,632	3,291,341	3,534,609
<b>Payments for capital assets</b>	<b>7,088</b>	<b>73,119</b>	<b>6,531</b>	<b>32,297</b>	<b>22,492</b>	<b>22,492</b>	<b>22,841</b>	<b>1,361</b>	<b>1,361</b>
Buildings and other fixed structures	6,799	67,455	6,170	31,454	21,754	21,754	22,026	-	-
Machinery and equipment	289	5,285	361	843	738	738	815	1,361	1,361
Software and other intangible assets	-	379	-	-	-	-	-	-	-
<b>Payment for financial assets</b>	<b>51</b>	<b>57</b>	<b>268</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>3,270,961</b>	<b>3,532,420</b>	<b>3,674,667</b>	<b>3,096,492</b>	<b>3,137,773</b>	<b>3,137,773</b>	<b>3,419,351</b>	<b>3,681,551</b>	<b>3,935,999</b>

Source: BAS

## 9.4 PROGRAMME 4: HOUSING ASSETS MANAGEMENT, PROPERTY MANAGEMENT

### PURPOSE AND STRUCTURE

The Programme provides for the effective management and maintenance of the Departmental owned housing stock. The rehabilitation and transfer of rental stock built prior to 1994 is also prioritized.

The Department has streamlined its transfer processes to meet the Ministers and Members of Executive Councils Meeting (MINMEC) resolution to transfer all pre-1994 housing stock to qualifying beneficiaries in light of the de-establishment of the National Housing Fund.

All rental housing stock owned by the Department will be maintained to ensure that the units are habitable/ structurally sound, either prior or post transfer.

### PROVINCIAL STRATEGIC OBJECTIVES

#### Strategic Goal 3: Improving the quality of delivery services

<b>Strategic Objective 1</b>	<b>To fast-track the transfer of title deeds to promote home ownership</b>
Objective Statement	Reduce the title deed backlog (26,308)
Strategic Objective Indicator and Target	Number of rental units transferred (13,100)
Baseline	Number of rental units transferred in 2014/15 (1,565)
Justification	<ul style="list-style-type: none"> <li>To provide for security of tenure</li> <li>Increased access to social and economic facilities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Safety</li> <li>Economic sustainability</li> <li>Value for money</li> <li>Cohesive and sustainable communities</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11, MTSF</li> </ul>

### STRATEGIC OBJECTIVES AND MTEF TARGETS

Table 21: Provincial Strategic Objectives and Annual Targets

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
To fast-track the transfer of title deeds to promote home ownership	Number of rental units transferred	13,100	787	639	655	9,080	553	375	375

**PROGRAMME PERFORMANCE INDICATORS AND TARGETS****NATIONAL SECTOR PERFORMANCE INDICATORS**

Table 22: National Sector Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of rental units sold to beneficiaries <sup>17</sup>	Sale agreement	787	-	-	-	553	375	375
Number of rental units transferred <sup>18</sup>	Title deeds& Report	787	639	655	2,559	553	375	375
Number of rental units devolved to Municipalities in terms of Section 15 of the Housing Act, 1997 <sup>19</sup>	Deeds report	43	-	-	739	-	-	-
Number of Debtors reduced per financial year <sup>20</sup>	Title deeds& Report	787	-	-	-	200	100	100

**PROVINCIAL PERFORMANCE INDICATORS AND TARGETS**

Table 23: Provincial Performance Indicators and MTEF Targets

Performance Indicators	Data Source	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of units maintained	Job cards and Invoices	3,289	3,529	3,025	1,500	1,500	1,470	1,470
Number of units Rectified and or Upgraded for Pre -1994	Completion certificates and Report	60	2,082	2,094	1,205	1,146	868	868
Number of Land Parcels devolved to Municipalities in terms of Section 15 of the Housing Act, 1997	Deeds report	43	-	-	478	20	30	31

<sup>17</sup>Read as a conversion from rental to sales agreement<sup>18</sup>Rental cases converted to sales in the current year and historically<sup>19</sup>Rental units are not devolved to Municipalities, this is dealt with through the EEDBS programme, Land parcel are devolved to municipalities and this is reflected under the table for Provincial Performance Indicators<sup>20</sup>Indicator refers to the number of debtors removed from the debtors system (pertains to transfer of ownership of departmental stock)



**Table 24: Performance Indicators: Annual and Quarterly Targets**

Performance Indicators	Annual Targets 2017/18	Quarterly Targets			
		Q1	Q2	Q3	Q4
<b>Quarterly Targets</b>					
Number of rental units sold to beneficiaries	553	273	95	93	92
Number of rental units transferred	553	273	95	93	92
Number of Debtors reduced per financial year	200	50	50	50	50
Number of units maintained	1,500	375	375	375	375
No. of Units Rectified and or upgraded for Pre-1994	1,146	65	50	492	539
Number of land parcels devolved to municipalities in terms of section 15 of the Housing Act, 1997	20	5	5	5	5

**RECONCILING PERFORMANCE TARGETS WITH EXPENDITURE TRENDS AND BUDGETS**

**Table 25: Expenditure Estimates for Housing Assets Management, Property Management**

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	R' 000	2013/14	2014/15				2015/16	2016/17	2017/18
Administration	58,304	46,561	47,633	49,516	54,746	54,746	49,739	42,736	47,442
Sale and Transfer of Housing Properties	241	919	537	2,452	2,452	2,452	57,996	45,953	39,953
Housing Properties Maintenance	109,395	96,208	193,517	130,487	130,487	130,487	98,633	101,500	101,500
<b>Total</b>	<b>167,940</b>	<b>143,688</b>	<b>241,687</b>	<b>182,455</b>	<b>187,685</b>	<b>187,687</b>	<b>206,368</b>	<b>190,189</b>	<b>188,895</b>

Source: BAS

Table 26: Summary of provincial Expenditure estimates by Economic Classification

Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates			
	R'000	2013/14	2014/15				2015/16	2016/17		
<b>Current payments</b>	-	-	-	-	-	-	-	-	-	-
<b>Compensation of employees</b>	-	-	-	-	-	-	-	-	-	-
<b>Goods and services</b>	-	-	-	-	-	-	-	-	-	-
Communication	-	-	-	-	-	-	-	-	-	-
Computer Services	-	-	-	-	-	-	-	-	-	-
Consultants, Contractors and special services	-	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-	-
Operating leases	-	-	-	-	-	-	-	-	-	-
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Maintenance, repair and running costs	-	-	-	-	-	-	-	-	-	-
Other including Assets<5000, training and development, property payments, operating expenditure and venues and facilities	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to</b>	<b>167,940</b>	<b>143,688</b>	<b>241,644</b>	<b>182,455</b>	<b>187,685</b>	<b>187,685</b>	<b>206,368</b>	<b>190,189</b>	<b>188,895</b>	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	167,940	143,688	241,644	182,455	187,685	187,685	206,368	190,189	188,895	
Universities and Technikons	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	-	<b>43</b>	-	-	-	-	-	-	-

Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	R'000	2013/14	2014/15				2015/16	2016/17	2017/18
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	43	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>167,940</b>	<b>143,688</b>	<b>241,687</b>	<b>182,455</b>	<b>187,685</b>	<b>187,685</b>	<b>206,368</b>	<b>190,189</b>	<b>188,895</b>

Source: BAS

# **PART C**

## **LINKS TO OTHER PLANS**



## CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN NEW PROJECTS, UPGRADES AND REHABILITATION

Table 27: Summary of infrastructure payments and estimates

R'000	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
<b>New and replacement assets</b>	6,799	67,455	6,170	31,454	21,754	21,754	22,026	-	-
<b>Existing infrastructure assets</b>	-	-	-	-	-	-	-	-	-
Maintenance and repair	-	-	-	-	-	-	-	-	-
Upgrading and additions	-	-	-	-	-	-	-	-	-
Rehabilitation, renovations and refurbishment	-	-	-	-	-	-	-	-	-
<b>Infrastructure transfer</b>	<b>40,384</b>	<b>57 460</b>	<b>163,053</b>	<b>85,792</b>	<b>85,792</b>	<b>85,792</b>	<b>124,210</b>	<b>140,210</b>	<b>140,210</b>
Infrastructure transfers - Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers - Capital	40,384	57 460	163,053	85,792	85,792	97,939	124,210	140,210	140,210
<b>Infrastructure: Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>Infrastructure: Leases</b>	19,151	20,000	20,839	21,285	21,285	19,941	21,462	21,777	23,419
<b>Total Infrastructure</b>	<b>66,334</b>	<b>144,915</b>	<b>190,062</b>	<b>138,531</b>	<b>128,831</b>	<b>139,634</b>	<b>167,698</b>	<b>161,987</b>	<b>163,629</b>
<i>Capital infrastructure</i>	<i>47,183</i>	<i>124 915</i>	<i>169,223</i>	<i>117,246</i>	<i>107,546</i>	<i>119,693</i>	<i>146,236</i>	<i>140,210</i>	<i>140,210</i>
<i>Current infrastructure</i>	<i>19,151</i>	<i>20 000</i>	<i>20,839</i>	<i>21,285</i>	<i>21,285</i>	<i>19,941</i>	<i>21,462</i>	<i>21,777</i>	<i>23,419</i>

Source BAS

The category New infrastructure assets: Capital relates to the Social and Economic Amenities programme. The assets constructed are owned by the Department until handed over to the municipality. The increase in 2014/15 relates to the acquisition of Riverview social housing development (consisting of 330 units) to be used for middle income housing through FLISP. The decrease from the 2016/17 Main to Adjusted Appropriation relates to the Department terminating contracts for uMkhanyakude, Amajuba and uMgungundlovu contractors as a result of poor performance. However, the Department is in the process of appointing new contractors for these projects. In 2017/18, funding is allocated for the finalisation of the Social and Economic Amenities programme, which will form part of the full project cost in future.

Infrastructure transfers: Capital comprises transfers in respect of the CRU programme and operational costs of the accredited municipalities. The trend from 2013/14 to 2015/16 relates to the operational costs for accredited municipalities, which is based on the actual performance by the municipality, as well as the transfer to the eThekweni Metro amounting to R100 million in respect of the CRU programme in 2015/16.

The decrease in 2016/17 relates to the allocation to the CRU programme which is lower than the previous year allocation, due to alignment to the agreement. The increasing trend over the 2017/18 MTEF is largely due to the estimations for operational costs of accredited municipalities such as payments of salaries, office accommodation, vehicles, computer systems, purchase of equipment and maintenance, stationary, etc.

The category Infrastructure leases relates to the operational leases for office accommodation leased by the Department. The increasing trend over the seven-year period relates to inflationary increases, as well as the increase in district offices due to decentralisation. It is noted that this category was inadvertently omitted from the EPRE in prior years. This was corrected in 2015/16, and prior years were adjusted for comparative purposes.

### Medium Term Revenue

Table 28: Summary of Revenue

R'000	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimates	Medium-term Estimates		
	2013/14	2014/15	2015/16				2016/17		
<b>Provincial Allocation</b>	311,786	326,962	345,206	390,481	390,481	390,481	360,678	381,574	405,533
<b>Conditional grants</b>	3,335,584	3,509,045	3,139,896	3,139,896	3,139,896	3 139 896	3,483,192	3,731,031	3,974, 011
Integrated Housing & Human Settlement Dev. Grant	3,332,584	3,509,045	3,133,316	3,124,702	3,124,702	3,124,702	3,477,567	3,731,031	3,974, 011
Housing Disaster Management grant	-	-	-	-	-	-	-	-	-
EPWP Incentive grant	3,000	-	6,580	15,194	15,194	15,194	5,625	-	-
<b>Total Receipts</b>	<b>3,647,370</b>	<b>3,836,007</b>	<b>3,485,112</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>
<b>Total Payments</b>	<b>3,617,002</b>	<b>3,873,178</b>	<b>3,485,112</b>	<b>3,485,112</b>	<b>3,530,377</b>	<b>3,530,377</b>	<b>3,843,870</b>	<b>4,112,605</b>	<b>4,379,544</b>
Surplus/ Deficit (before financing)	30,368	(37,171)	-	-	-	-	-	-	-
Provincial roll-overs	-	-	-	-	-	-	-	-	-
Provincial cash resources	1,000	22,436	-	-	-	-	-	-	-
<b>Surplus/ Deficit (after financing)</b>	<b>31,368</b>	<b>(14,735)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Source BAS



## Conditional Grants

Conditional grants grow steadily from 2013/14 to 2015/16, attributed mainly to the HSDG, as the focus remains on the fast-tracking of service delivery in KZN. The decrease from 2015/16 to 2016/17 is as a result of the Department receiving once-off additional funding of R308.377 million from NDHS in 2015/16 for the fast-tracking of service delivery. The decrease in 2016/17 relates to the revision of all conditional grants by National Treasury. In 2017/18 and over the MTEF, the HSDG again sees a reduction. Of this, some funding is reprioritised to SHRA to promote subsidies for social housing, and some funds are reprioritised to assist the Housing Development Agency (HDA) in operationalising catalytic projects. Part of the reduction relates to fiscal consolidation. The allocation for the HSDG also includes funds of R1.040 billion earmarked for spending within the eThekweni Metro.

The Department was allocated R3 million in 2013/14 for the EPWP Integrated Grant for Provinces, with the aim of creating temporary work opportunities and transferring skills to the unemployed. An amount of R6.580 million was allocated in 2015/16, R15.194 million in 2016/17 and R5.625 million is allocated in 2017/18 only, at this stage. The allocation for the EPWP Integrated Grant for Provinces is based on previous years' achievements.

As evident from the table below, the main source of Departmental receipts is transactions in financial assets and liabilities, which comprises receipts collected from previous years' staff debtors in respect of breached bursary contracts, as well as refunds of subsidies from banks and conveyancers on close-out of projects. This category is difficult to project due to its uncertain nature, hence the fluctuating trend over the seven-year period.

**Table 29: Revenue Collection**

R'000	Audited Outcome			Main Budget	Adjusted Budget	Revised Estimate	Medium-term Estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
				2016/17					
Tax receipts	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licenses	-	-	-	-	-	-	-	-	-
Motor vehicle licenses	-	-	-	-	-	-	-	-	-
Sale of goods and services other than capital asset	434	813	700	562	562	532	590	624	685
Transfers received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	4,142	573	2,174	16	16	16	17	18	19
Sale of capital assets	19	49	-	520	520	539	886	779	635
Financial transaction in asset and liabilities	4,836	27,485	165,201	3,100	3,100	14,208	3,006	3,388	3,787
<b>Total</b>	<b>9,431</b>	<b>28,920</b>	<b>168,075</b>	<b>4,198</b>	<b>4,198</b>	<b>15,295</b>	<b>4,499</b>	<b>4,809</b>	<b>5,126</b>

Source BAS

**Donor funding**

No donor funding is expected over the 2017/18 MTEF.

**CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS****Institutionalization of MTSF Outcomes to Programmes**

<b>MTSF</b>	<b>Performance Indicator</b>	<b>Applicable Programme</b>
<b>Informal Settlements upgraded to Phase 2</b>	Number of projects implemented	Programme 3
<b>Housing opportunities through the People's Housing Process</b>	Number of houses built	Programme 3
<b>Affordable rental housing opportunities</b>	Number of houses/units built	Programme 3
<b>Affordable housing opportunities (utilising the Government Guarantee policy and the Finance-Linked Individual Subsidy Scheme)</b>	Number of houses built	Programme 3
<b>Investment in public spaces</b>	Number of projects completed	Programme 3
<b>Eradication of title deeds backlog</b>	Number of transfers	Programme 3 and 4
<b>Availability of well- located land</b>	Number of hectares acquired	Programme 3
<b>Use of catalytic projects to direct investments</b>	Number of projects implemented	Programme 2
<b>Accreditation and assignment of municipalities</b>	Number of municipalities accredited	Programme 2
<b>Installation of sanitation facilities for households in rural areas with high backlogs</b>	Number of VIP's installed	Programme 3
<b>Engagement with HDA and SHRA</b>	Operationalization of Medium Term Operational Plan	Programme 2 and 3
<b>Strengthen coordination with key Departments contributing to human settlements development especially COGTA, Water Affairs (Water Boards), Environment, Public Enterprise, Energy (Eskom); etc.</b>	Number of governance structures established	Programme 2, 3 and 4

**Provincial Spatial Economic Development Strategy**

The Department is further aligned to the PSEDS as reflected in Part A of this document.

**Provincial Growth and Development Plan, 2016**

The Department will contribute to the achievement of the 2035 Vision in the following manner:

STRATEGIC GOAL 3 HUMAN & COMMUNITY DEVELOPMENT	
POVERTY AND INEQUALITY IN KZN IS REDUCED	
<b>STRATEGIC OBJECTIVE: SUSTAINABLE HUMAN SETTLEMENTS (3.4)</b>	<b>STRATEGIC INTERVENTIONS</b>
	(a) Establish a joint provincial forum to address human settlements to ensure coordinated and integrated development planning and implementation
	(b) Implement polycentric nodal development aligned to Provincial Spatial Development Framework to achieve sustainable livelihoods.
	(c) Undertake a comprehensive review of the KZN Human Settlements Strategy incorporating the key focus areas of informal settlements upgrade, social housing, housing in the gap market and a comprehensive rural settlement policy.
	(d) Improving the number of households with registerable form of tenure
	(e) Support municipal accreditation to undertake the housing function.

No.	Primary Indicators	Baseline (2010)	Baseline (2015)	TARGETS			
				2020	2025	2030	2035
3.4.1	*Percentage of households living in formal dwellings per district.	71.3%	72.6%	73.78%	74.96%	76.14%	77.32%
	Total no. of Households	2, 485,080	2,775,843	3,100,574	3,463,341	3,868,551	5,321,171
	Households in Formal Dwellings	1, 771,862	2,015,262	2,288,223	2,596,120	2,945,514	4,114,329
3.4.2	Percentage housing backlog	17.9% <b>(716,079 units)</b>	Decrease by 7%	Decrease by 7%	Decrease by 7%	Decrease by 7%	Decrease by 7%
3.4.3	Percentage households with a registerable form of tenure.	55.1%	56%	57%	58%	59%	60%
3.4.4	Percentage of Provincial Human Settlements budget spent on formal settlement development	36% (R1,049,207, 0 00)	37% R34,219,000	42%	45%	50%	55%
3.4.5	Percentage of Social Housing and Rental Opportunities	684 units R 219,796m	944 units R 89,750m	Increase by 10%	Increase by 15%	Increase by 20%	Increase by 20%
3.4.6	Number of municipalities accredited to undertake the housing function (Note, as per the narrative, the programme is under review, hence the following indicator will be used as an interim measure		5 @ level 2; 1 @ level 1				
	Percentage of Operational costs funding for institutional capacity paid based on the projects expenditure /investments in the accredited municipalities <b>(This is for AWG17 information)</b>		3.56 % R49,290 600 (Operational Cost)  R1,382, 8460 (Projects Expenditure )	4.05%	4.1%	4.2%	4.2%

Large scale development projects identified as catalytic projects within the PGDP which directly stimulate and provide for much higher levels of developments include:

- Empangeni Integrated Residential Development Programme;
- Cornubia South (Phase 1&2) Integrated Residential Development Programme;
- Amaoti Greater Informal Settlement Upgrade;
- KwaMashu Bridge City;
- eThekwini Inner City Regeneration;
- Umlazi Urban Regeneration;
- Hyde Park Integrated Residential Development Programme; and
- Johnston Blaaubosch Cavan Integrated Residential Development Programme

### **Interdepartmental Linkages**

The Department participates in provincial Cabinet Clusters, Multi-sectorial IDP Forums, Provincial Disaster Management Task Team as well as the related committees and structures.

### **Local Government Linkages**

The Department had embarked on the facilitation of the KwaZulu-Natal Sustainable Human Settlements Strategy to ensure that there is planning synergy amongst all Departments and municipalities. The intention is that all Departments build onto the needs identified and prioritized in MHSPs of municipalities to ensure that all settlements are developed in a sustainable manner. For this to be achieved, substantial co-ordination between spheres of government, and among provincial Departments is required. With the implementation of the KwaZulu-Natal Sustainable Human Settlements Strategy, it is envisaged that all settlements will offer the full range of services to its inhabitants and will be in this way sustainable.

### **Public Entities**

The Department does not have any public entities.

### **Public, private partnerships, outsourcing**

The Department has entered into a Memorandum of Understanding (MOU) with the HDA for the acquisition of private land and for the release of state land.

**MASTER SPATIAL PLAN**

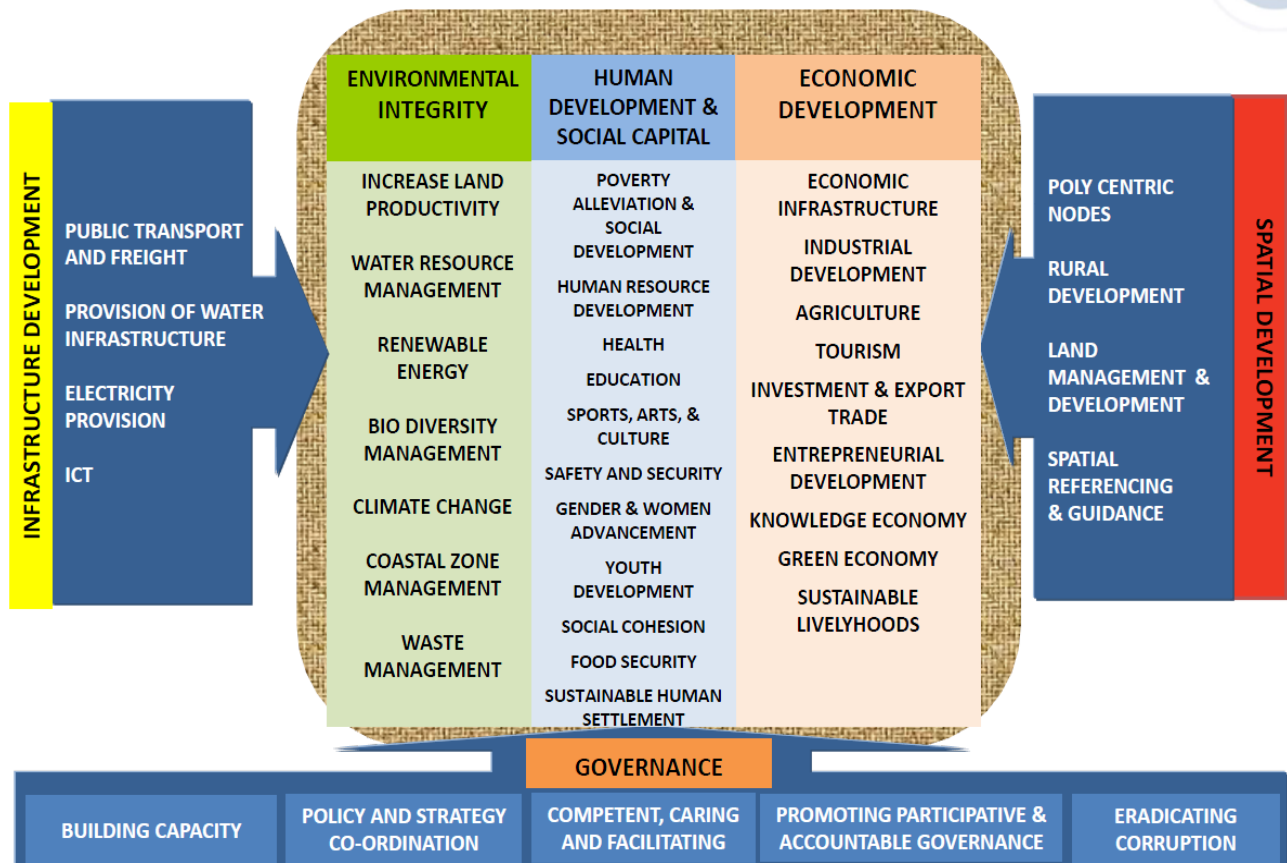
The need for the preparation of a Human Settlements Master Spatial Plan came from the Budget Speech by Honourable Minister Lindiwe Sisulu as part of the Ministry of Human Settlements Budget Vote Speech held on 15 July 2014. *“We will embark on and lay the basis for a Master Spatial Plan for Human Settlements so that we can direct all the necessary amenities to where human settlements are and we are able to plan ahead for the provision of the necessary infrastructure and amenities.”*

It must also be guided and informed by the requirements of the Provincial Growth and Development Strategy that relates to the requirement for sustainable human settlements. The PGDS sustainability approach is depicted in Figure 1.1 below.

**In essence the MSP is the Provincial Human Settlements Sector Plan of the PGDS**

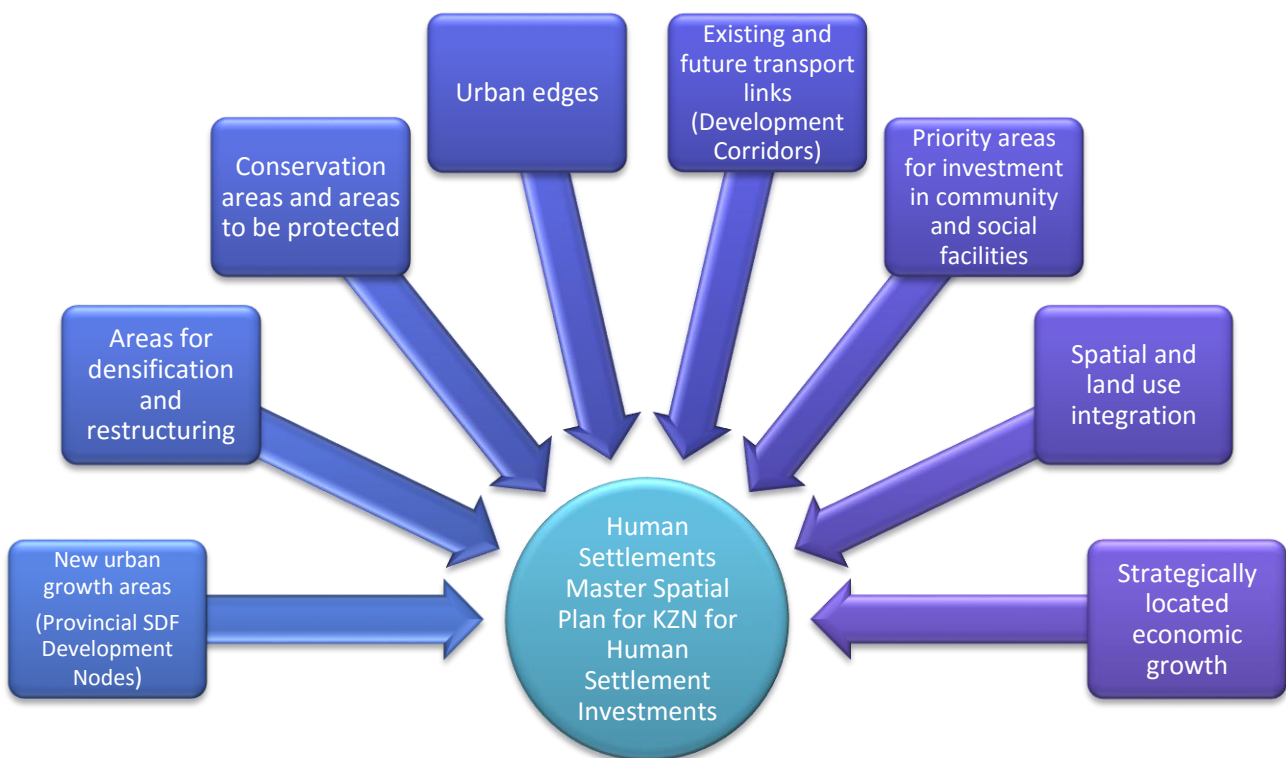
Figure 1.1

# PGDS SUSTAINABILITY APPROACH



To **define the approach** to the spatial logic of human settlements planning, investment, financing/spending, monitoring and developing a consultative approach that must:

- Reflect the impact it will have on the lives and communities in the regional context;
- Address the KwaZulu-Natal duality of lifestyle (urban space and rural home);
- Highlight the Provincial Growth and Development Strategy for compact urban spatial transformation covering a system and tool to assess the expected outcome of the MSP in spatial investment;
- Address the spatial connectivity of the Pietermaritzburg - Durban, Durban -Ray Nkonyeni (Formerly Hibiscus Coast) and Durban - Richards Bay transport corridors;
- Provide simple examples of how spatial investment for human settlements in terms of the Provincial Master Spatial Plan can be achieved; and
- Sequence decision making around human settlements planning, investment, financing/spending and monitoring.





**NOTES**

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**human settlements**

Department:  
Human Settlements  
PROVINCE OF KWAZULU-NATAL

# **ANNEXURE D**

## **CHANGES TO THE**

### **STRATEGIC PLAN**

#### **(2015-2020)**



**CHANGES TO THE STRATEGIC PLAN (2015-2020)**

In terms of the approved 2015-2020 Strategic Plan, only refinements to the strategic objective indicators and targets of the following strategic objectives have been made. All other strategic information inclusive of the vision, mission, goals and strategic objectives remain unchanged.

**Programme 1**

<b>Strategic Goal 1</b>	<b>Transform Provincial Human Settlement Services</b>
Goal Statement	Transform Provincial Human Settlement Services
Rationale	Fully fledged, proficient resources ensuring the attainment of the strategic objectives of the Department and administrative support.
Impact	<p>Increased spatial access, equity, efficiency, effectiveness and utilization of human settlements.</p> <ul style="list-style-type: none"> <li>• Improved Human Resource Management including reconfiguration of organisational structures, appropriate placement of staff [appropriate skills mix and competencies], strengthened performance management and decreased vacancy rates.</li> <li>• Increased Financial &amp; Supply Chain Management efficiency and accountability to improve revenue generation (rentals) and value for money, budget aligned with service delivery priorities and needs.</li> <li>• Improved governance and leadership including regulatory framework compliance, and reviewed policies and delegations to facilitate implementation of the Strategic Plan.</li> <li>• Improved information systems, data quality and information management, and improved performance monitoring and reporting.</li> <li>• Strengthened infrastructure to improve service delivery.</li> </ul>
Linkages	Outcome 12, PGDP Goal 6

<b>Strategic Objective 1</b>	<b>Ensure the financial viability of the Department</b>
Objective Statement	The Department will continue working on achieving its vision, building better relationships with employees and customers, empowering employees to make decisions at all levels of the hierarchy, and, at the same time introducing tight fiscal controls
Strategic Objective Indicator and Target	Approved Human Settlement Development Grant (HSDG) business plan (5)
Baseline	Approved Human Settlement Development Grant (HSDG) business plan (1)
Justification	<ul style="list-style-type: none"> <li>• Improved service delivery</li> <li>• Value for money</li> <li>• Legislative compliance</li> <li>• Integrated planning</li> <li>• Creating and sustaining a workforce that is skilled, informed, efficient, developed, healthy and representative</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Co-operative governance</li> <li>• Economic and social development</li> <li>• Community needs</li> <li>• Government's mandates</li> <li>• Education and skills for all</li> <li>• Safer communities</li> <li>• Creating decent work</li> <li>• Development and empowerment of staff</li> <li>• Outcome 12, PGDP Goal 6</li> </ul>

<b>Strategic Objective 2</b>	<b>Provision of skilled human resources</b>
Objective Statement	The Department will continue working on achieving its vision, building better relationships with employees and customers, empowering employees to make decisions at all levels of the hierarchy, and, at the same time introducing shorter turnaround periods for staff recruitment to ensure continuity.
Strategic Objective Indicator and Target	Approved Human Resource Plan reviewed annually (3)
Baseline	Annual reviewed Human Resource Plan (1)
Justification	<ul style="list-style-type: none"> <li>• Sound policies and</li> <li>• Improved service delivery</li> <li>• Value for money</li> <li>• Legislative compliance</li> <li>• Integrated planning</li> <li>• Creating and sustaining a workforce that is skilled, informed, efficient, developed, healthy and representative</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Co-operative governance</li> <li>• Economic and social development</li> <li>• Community needs</li> <li>• Government's mandates</li> <li>• Education and skills for all</li> <li>• Safer communities</li> <li>• Creating decent work</li> <li>• Development and empowerment of staff</li> <li>• Outcome 12, PGDP Goal 6</li> </ul>

**Strategic Objective Indicators and MTEF Targets**

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Ensure the financial viability of the Department	Approved Human Settlement Development Grant (HSDG) business plan	5	New indicator	New indicator	1	1	1	1	1
Provision of skilled human resources	Approved Human Resource Plan reviewed	3	New indicator	New indicator	New indicator	New indicator	1	1	1

**Programme 2**

<b>Strategic Goal 2</b>	<b>Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements</b>
Goal Statement	Provide an enabling environment and supportive and integrative structure allowing for the successful development of human settlements
Rationale	Improved compliance with legislative/ policy requirements and Core Standards for quality service delivery in order to improve delivery outcomes.
Impact	<ul style="list-style-type: none"> <li>• Capacitation of municipalities, community structures, emerging contractors</li> <li>• Improved performance towards achieving the MDG targets.</li> <li>• Improve spatial planning of projects/settlements</li> </ul>
Linkages	Outcome 8, PGDP Goal 3, SDG1 & 11

<b>Strategic Objective 1</b>	<b>Implement projects that ensure spatial, social and economic integration</b>
Objective Statement	The Department will endeavour to develop balanced, equitable and sustainable human settlements aligned to the SDF.
Strategic Objective Indicator and Target	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1) (6)
Baseline	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1) (0)
Justification	<ul style="list-style-type: none"> <li>• Provide access</li> <li>• Appropriate level of service</li> <li>• Increased safety</li> <li>• Increased access to social, economic and public facilities</li> <li>• Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Rural development</li> <li>• Creating decent work and ensuring economic growth</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> <li>• Sustainable resource management</li> <li>• Economic growth</li> <li>• Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

**Strategic Objective Indicators and MTEF Targets**

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Target		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Implement projects that ensure spatial, social and economic integration	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1)	6	New indicator	New indicator	6	3	6 <sup>21</sup>	4 <sup>22</sup>	5 <sup>23</sup>

**PROGRAMME 3**

Strategic Goal 2	Promote inter-sectorial planning and housing opportunities to improve efficiency and quality of human settlements
Goal Statement	Provide an enabling environment and supportive and integrative structure allowing for the successful development of human settlements
Rationale	Improved compliance with legislative/ policy requirements and Core Standards for quality service delivery in order to improve delivery outcomes.
Impact	<ul style="list-style-type: none"> <li>• Capacitation of municipalities, community structures, emerging contractors</li> <li>• Improved performance towards achieving the MDG targets.</li> <li>• Improve spatial planning of projects/settlements</li> </ul>
Linkages	Outcome 8, PGDP Goal 3, SDG1 & 11

Strategic Goal 3	Improving the quality of delivery services
Goal Statement	Achieving the best possible human settlements outcomes within the funding envelope and available resources.
Rationale	Efficient and well-functioning sustainable human settlements with the potential to respond to emergency housing disasters and informal settlement needs in the Province.
Impact	<ul style="list-style-type: none"> <li>• Improved human settlements outcomes upgraded households in informal settlements</li> <li>• Improved quality of life</li> <li>• Eradication of slums</li> <li>• Promote security of tenure</li> </ul>
Linkages	Outcome 8, PGDP Goal 3, SDG 1 & 11

<sup>21</sup>Hyde Park IRDP, Comubia South Phase 2 IRDP, Empangeni IRDP, Johnston Blaaubosch Cavan (JBC) IRDP, Amaoti Greater ISUP, uMlazi Urban Regeneration Catalytic Projects

<sup>22</sup>Planning activities of Empangeni IRPD and Hyde Park IRPD will be finalized in the 2018/19 financial year

<sup>23</sup>uMlazi Urban Regeneration and KwaMashu Bridge City-planning will be finalized in the 2019/20 financial year



<b>Strategic Objective 1</b>	<b>Accelerate the delivery of slums clearance projects and Outcome 8 projects</b>
Objective Statement	The Department will continue to promote effective and efficient housing delivery producing
Strategic Objective Indicator and Target	Number of Urban housing opportunities (112,803)
	Number of additional restructuring zones declared by the National Minister of Human Settlements (6)
	Number of properties transferred (27,164)
Baseline	<ul style="list-style-type: none"> <li>• Urban houses delivered [New indicator]</li> <li>• Additional restructuring zones (0)</li> <li>• Number of properties transferred (2014/15: 1,565)</li> </ul>
Justification	<ul style="list-style-type: none"> <li>• Provide access</li> <li>• Appropriate level of service</li> <li>• Increased safety</li> <li>• Increased access to social, economic and public facilities</li> <li>• Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Urban development</li> <li>• Creating decent work and ensuring economic growth</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> <li>• Sustainable resource management</li> <li>• Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

<b>Strategic Objective 2</b>	<b>Accelerate the creation of rental housing opportunities, and implement projects that ensure spatial, social and economic integration</b>
Objective Statement	The Department will continue to promote effective and efficient social and rental housing delivery
Strategic Objective Indicator and Target	Number of additional restructuring zones declared by the National Minister of Human Settlements (5)
Baseline	Number of additional restructuring zones [0]
Justification	<ul style="list-style-type: none"> <li>• Provide access</li> <li>• Appropriate level of service</li> <li>• Increased safety</li> <li>• Increased access to social, economic and public facilities</li> <li>• Decrease in disparities</li> </ul>
Links	<ul style="list-style-type: none"> <li>• Urban development</li> <li>• Creating decent work and ensuring economic growth</li> <li>• Social and economic infrastructure</li> <li>• Nation building and good governance</li> <li>• Cohesive and sustainable communities</li> <li>• Sustainable resource management</li> <li>• Outcome 8, PGDP Goal 3, SDG1 &amp; 11</li> </ul>

<b>Strategic Objective 3</b>	<b>Improve access to tenure</b>
Objective Statement	The Department will fast track the transfer of title deeds to promote home ownership
Strategic Objective Indicator and Target	Number of properties transferred (27,164)
Baseline	Number of properties transferred in 2014/15 [1,565]
Justification	<ul style="list-style-type: none"> <li>To provide for security of tenure</li> <li>Increased access to social and economic facilities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Safety</li> <li>Economic sustainability</li> <li>Value for money</li> <li>Cohesive and sustainable communities</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11,MTSF</li> </ul>

### STRATEGIC OBJECTIVE MTEF TARGETS

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Target		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Accelerate the delivery of slums clearance projects and Outcome 8 projects	Number of urban Housing opportunities	112, 803	New Indicator	New Indicator	9,313	11,312	11,227	10,877	11,020
Accelerate the creation of rental housing opportunities, and implement projects that ensure spatial, social and economic integration	Number of additional restructuring zones declared by the National Minister of Human Settlements	5	New Indicator	New Indicator	-	2	5	-	-
Improve access to tenure	Number of properties transferred	27,164	2,336	3,193	2,116	9,080	32 109	12, 699	14,477

### PROGRAMME 4

<b>Strategic Goal 3</b>	<b>Improving the quality of delivery services</b>
Goal Statement	Achieving the best possible human settlements outcomes within the funding envelope and available resources.
Rationale	Efficient and well-functioning sustainable human settlements with the potential to respond to emergency housing disasters and informal settlement needs in the Province.
Impact	<ul style="list-style-type: none"> <li>Improved human settlements outcomes upgraded households in informal settlements</li> <li>Improved quality of life</li> <li>Eradication of slums</li> <li>Promote security of tenure</li> </ul>
Linkages	Outcome 8, PGDP Goal 3, SDG 1 & 11

<b>Strategic Objective 1</b>	<b>To fast-track the transfer of title deeds to promote home ownership</b>
Objective Statement	Reduce the tittle deed backlog (26,308)
Strategic Objective Indicator and Target	Number of rental units transferred (13,100)
Baseline	Number of rental units transferred in 2014/15 (1,565)
Justification	<ul style="list-style-type: none"> <li>To provide for security of tenure</li> <li>Increased access to social and economic facilities</li> </ul>
Links	<ul style="list-style-type: none"> <li>Safety</li> <li>Economic sustainability</li> <li>Value for money</li> <li>Cohesive and sustainable communities</li> <li>Outcome 8, PGDP Goal 3, SDG1 &amp; 11,MTSF</li> </ul>

**STRATEGIC OBJECTIVES AND MTEF TARGETS**

Strategic Objective	Strategic Objective Indicator	Strategic Objective Target	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
To fast-track the transfer of title deeds to promote home ownership	Number of rental units transferred	13,100	787	639	655	9,080	553	375	375

# ANNEXURE E TECHNICAL INDICATOR DEFINITIONS



**TECHNICAL INDICATOR DEFINITIONS****STRATEGIC OBJECTIVE INDICATORS****PROGRAMME 1**

Indicator title	Approved Human Settlement Development Grant (HSDG) business plan
Short definition	To implement a financial operational plan for housing development within the Province
Purpose/importance	To ensure that Departmental priorities, budgets and targets are achieved
Source/collection of data	Approved HSDG Business plan
Method of calculation	Number of business plans approved
Data limitations	Lack of input from Districts/Regions
Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Strategic Plan, Annual Performance Plan, MYHDP
Desired performance	100% of target achieved
Indicator responsibility	Chief Financial Officer

Indicator title	Human Resource Plan reviewed annually
Short definition	To ensure the provision of skilled human resources within the Department.
Purpose/importance	To comprehensively address the human resource requirements of the Department in order for the Department to meet its mandates inclusive of providing sustainable human settlements and improved quality of life.
Source/collection of data	Annual reviewed Human Resource Plan
Method of calculation	Annual Review of Human Resource Plan
Data limitations	Ineffective participation from relevant stakeholders
Type of indicator	Output
Calculation type	Non-Accumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	To achieve the target indicated
Linkages to other plans	HR Plan, EE Plan, Departmental Strategic Plan
Indicator responsibility	Acting General Manager: Human Capital and Senior Manager: Human Resource Management

**PROGRAMME 2**

Indicator title	Number of nationally approved catalytic projects in pre-planning/planning stage (Stage 1)
Short definition	To undertake the planning activities of approved large scale housing development projects, which directly stimulate and leverage much higher levels of development and initiation of further housing projects.
Purpose/importance	To finalize the planning milestones for projects that supports the goals of the Provincial Growth and Development Plan
Source/collection of data	TEC project approvals
Method of calculation	Number of projects identified and approved for planning
Data limitations	The lack of credible municipal Human Settlement Sector Plans
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	100% achievement of target
Linkages to other plans	PGDP/IDP/HSDG Business Plan
Indicator responsibility	Senior Manager: Integrated Planning

**PROGRAMME 3**

Indicator title	Number of urban housing opportunities
Short definition	To provide for housing opportunities (number of housing units completed ) within the urban sector through the following instruments: Integrated Residential Development Programme, Informal Settlements Upgrading, Enhanced Peoples Housing Programme and FLISP in line with the Outcome 8 output indicators
Purpose/importance	To measure the impact of the provision of new housing within the urban sector
Source/collection of data	Form 4 & D6
Method of calculation	Total houses delivered on all Outcome 8 projects the Province
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements



Indicator title	Number of additional restructuring zones declared by the National Minister of Human Settlements
Short definition	To provide social housing opportunities in additional municipalities within KZN in order to achieve targets in the Rental Strategic Plan
Purpose/importance	To obtain approval of additional restructuring zones in 6 additional municipalities in order to expand the provision of social housing beyond Ethekweni and Msunduzi
Source/collection of data	National Ministers approval and gazette
Method of calculation	Number of restructuring zones approved
Data limitations	Delays with obtaining the approval
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Business Plan and KZN Rental Strategic Plan
Desired performance	100 % achievement of target
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of properties transferred
Short definition	Provision of security of tenure to qualifying beneficiaries for Programmes implemented
Purpose/importance	To promote home ownership
Source/collection of data	Title Deed and property register
Method of calculation	Cumulative
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

**PROGRAMME 4**

Indicator title	Number of rental units transferred
Short definition	Number of Departmental rental units transferred to qualifying tenants through the EEDBS
Purpose/importance	To promote home ownership
Source/collection of data	Title Deed and property register
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of target achieved
Linkage to other plans	NDoHS indicator, Departmental HSDG Business Plan
Indicator responsibility	Senior Manager: Property Management and Disposal

**NATIONAL SECTOR PERFORMANCE INDICATORS****PROGRAMME 1**

Indicator title	Number of pieces of provincial human settlements legislation passed (in line with national legislation)
Short definition	Adoption of provincial human settlement legislation in line with national legislation.
Purpose/importance	To enhance the housing delivery instrument in line with the national and provincial strategic priorities
Source/collection of data	Finalized Bill
Method of calculation	Number of Bills finalized
Data limitations	Ineffective participation from relevant stakeholders
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To facilitate and improve housing development within the Province
Linkages to other plans	NDoHS Indicator
Indicator responsibility	Senior Manager: Legal Services

**PROGRAMME 2**

Indicator title	Number of policy and implementation guidelines approved (in line with national policies and guidelines)
Short definition	To develop policy and implementation guidelines in line with legislative and policy mandates to enable effective implementation of housing policy frameworks
Purpose/importance	To enhance housing delivery in line with the national and provincial strategic priorities.
Source/collection of data	Copy of approved policy/implementation guidelines
Method of calculation	Cumulative
Data limitations	Ineffective//Lack of participation of relevant stakeholders
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Formulation of the Departmental housing policy/ policy guidelines envisaged to enable effective implementation of housing policy and the relevant legislative frameworks
Linkages to other plans	NDoHS indicator
Indicator responsibility	Senior Manager: Product Development

Indicator title	Part D of the Annual Performance Plan populated according to the prescribed format of National Treasury indicating planned targets and budget allocations over a five-year period.
Short definition	Inter-action with regional and managers and municipalities on planned Human Settlement Projects and their spatial alignment to ensure integration and sustainability covering the activities of the province
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future human settlement developments and assist to measure non-financial targets
Source/collection of data	Consultation with internal stakeholders
Method of calculation	Annually
Data limitations	All Spatial Development and Human Settlement plans not yet credible
Type of indicator	Process indicator
Calculation type	Non-accumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Reliable and sound data on financial targets
Linkages to other plans	NDoHS Indicator
Indicator responsibility	Senior Manager: Integrated Planning

Indicator title	Number of approved human settlement projects contained in the IDP Chapter based on the objectives of Outcome 8 and representing national and provincial priorities.
Short definition	To ensure that all viable project applications received are approved timeously and conforms to Nationally / Provincially approved housing programmes
Purpose/importance	Contributes to the delivery of human settlements and ultimately expenditure of DORA allocations
Source/collection of data	Minutes of Human Settlements Evaluation and Approval Committee
Method of calculation	Departmental Business Plan / Municipal Human Settlement Plans
Data limitations	The lack of credible Human Settlement Plans
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Human Settlement Development and budget expenditure
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Indicator responsibility	Senior Manager: Integrated Planning

Indicator title	Number of Municipalities provided with technical support (including transfer of skills) to enable the municipality to produce development plans for human settlements projects.
Short definition	Tailor made training programmes based on specific needs at municipal level to strengthen human settlement planning abilities
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future housing developments
Source/collection of data	Operational plan
Method of calculation	Attendance register of training courses
Data limitations	Non-attendance by participants
Type of indicator	Process indicator
Calculation type	Non –accumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Capacitated municipalities in terms of HSPs, SDFs and IDPs
Linkages to other plans	NDoHS indicator
Indicator responsibility	Senior Manager: Integrated Planning

Indicator title	Number of project proposals for research studies approved
Short definition	To obtain project approval for research studies to be undertaken so as to provide information on international best practices in the housing sector in a manner that will impact intensively in the attainment of strategic priorities
Purpose/importance	To assist the Department to ensure the realization of developing integrated and sustainable human settlements in the housing delivery chain
Source/collection of data	Copy of approved research proposal
Method of calculation	Cumulative
Data limitations	Delays with obtaining project approval
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Formulation of the Departmental housing policy/ policy guidelines envisaged to enable effective implementation of housing policy and the relevant legislative frameworks
Linkages to other plans	NDoHS indicator
Indicator responsibility	Senior Manager: Product Development

Indicator title	Number of reports developed in terms of approved research studies and approved for publication
Short definition	To provide information on international best practices in the housing sector in a manner that will impact intensively in the attainment of strategic priorities
Purpose/importance	To assist the Department to ensure the realization of developing integrated and sustainable human settlements in the housing delivery chain
Source/collection of data	Copy of completed research paper
Method of calculation	Cumulative
Data limitations	Lack of participation of relevant stakeholders
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Formulation of the Departmental housing policy/ policy guidelines envisaged to enable effective implementation of housing policy and the relevant legislative frameworks
Linkages to other plans	NDoHS indicator
Indicator responsibility	Senior Manager: Product Development

**PROGRAMME 3**

Indicator title	Number of new housing units completed (D3 certificate/happy letter) in the Province across all housing programmes being utilized by the province
Short definition	To track the provision of occupancy of completed houses provided per programme per municipality
Purpose/importance	To measure the impact of the provision of new housing against the housing demand
Source/collection of data	D3/Happy letter
Method of calculation	Total houses occupied on all projects the Province
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Number of new sites connected to basic services (provided with the following : water , sanitation, and electricity) as part the Integrated Residential Development Programme
Short definition	Provision of access to basic services for the development of integrated human settlements in well-located areas that provide convenient access to urban amenities, including places of employment.
Purpose/importance	Increased access to basic services
Source/collection of data	Form 4 & Completion Certificate
Method of calculation	Percentage of progress on civil works converted to a number
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements



Indicator title	Number of households connected to basic services (provided with at least two of the following: water, sanitation and electricity) as part the Informal Settlement Upgrade Programme (either in-situ or relocation)
Short definition	Provision of access to basic services through a phased approach to development within informal conditions
Purpose/importance	Increased access to basic services
Source/collection of data	Form 4 & Completion Certificate
Method of calculation	Percentage of progress on civil works converted to a number
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

#### PROGRAMME 4

Indicator title	Number of rental units sold to beneficiaries
Short definition	Number of Departmental rental units sold to qualifying tenants through the EEDBS
Purpose/importance	To promote home ownership
Source/collection of data	Title Deed
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of target achieved
Linkage to other plans	NDoHS indicator, Departmental HSDG Business Plan
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of Departmental rental units transferred
Short definition	Number of Departmental rental units transferred to qualifying tenants
Purpose/importance	To promote home ownership
Source/collection of data	Title Deed
Method of calculation	Cumulative
Data limitations	Dependent on data received timeously to process transfers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of rental units devolved to Municipalities in terms of Section 15 of the Housing Act, 1997
Short definition	Transfer of Departmental rental units to municipalities
Purpose/importance	To facilitate delivery of services at a local level
Source/collection of data	Property Register, devolvement agreement, title deed
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of debtors reduced per financial year
Short definition	Reduction of the number of debtors in the Department's book through EEDBS
Purpose/importance	To promote home ownership
Source/collection of data	National Debtor System
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

## PROVINCIAL PERFORMANCE INDICATORS

### PROGRAMME 1

Indicator title	Personnel information on Persal system verified
Short definition	To monitor the accuracy of the employee records
Purpose/importance	To ensure that factual and accurate employee records are maintained
Source/collection of data	Persal Clean-up form/Persal Report
Method of calculation	Data verified according to number of appointments and exists
Data limitations	Non-submission of evidence documentation/Persal clean up form
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental Human Resource Plan and Employment Equity Plan
Desired performance	100% of target achieved
Indicator responsibility	Acting General Manager: Human Capital Management

Indicator title	GWEA reviewed and updated
Short definition	To monitor that the GWEA is reviewed and updated
Purpose/importance	To align the IT Strategy with the Departmental strategy
Source/collection of data	Approved GWEA
Method of calculation	Approval of GWEA
Data limitations	Lack of input from stakeholders
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Departmental Strategic Plan, ICT Governance Framework,
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: IMST

Indicator title	ICT Governance Framework Reviewed
Short definition	To monitor the implementation of the ICT Governance Framework
Purpose/importance	To align the ICT Governance Plan with the Departmental strategy
Source/collection of data	Quarterly performance monitoring reports
Method of calculation	No. of reports submitted
Data limitations	Nil
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Departmental Strategic Plan, Business Continuity Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: IMST

Indicator title	Fraud Prevention Plan Reviewed
Short definition	A comprehensive plan to improve the environment on the fight against fraud and corruption
Purpose/importance	To ensure that the department has system and procedures in place to circumvent fraud and timeously detect fraudulent activities.
Source/collection of data	Operational plan/Register of attendance
Method of calculation	Total number of employees trained/educated on the plan
Data limitations	The non-attendance of employees
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Departments Risk Management Plan, Policy, Provincial Anti-Corruption Strategy
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Risk Management & Advisory Services

Indicator title	Risk Management Plan reviewed
Short definition	A comprehensive plan to identify and mitigate risks that impact on the Department's ability to undertake its core mandates
Purpose/importance	To improve the management practices, processes and systems in order to enhance efficiency and effectiveness within the Department
Source/collection of data	Approved Risk Management Plan
Method of calculation	Approved Risk Management Plan
Data limitations	Insufficient consultation to holistically identify all risks
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Yes
Linkages to other plans	Strat Plan, Provincial Internal Audit Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Risk Management & Advisory Services

Indicator title	Reviewed organizational structure implemented
Short definition	To monitor the finalization and implementation of the review of the departmental organization structure
Purpose/importance	To ensure that the staff requirements are met in order for the Department to efficiently undertake its core responsibilities
Source/collection of data	Approval of the reviewed organizational structure
Method of calculation	Approval of reviewed organizational structure
Data limitations	Obtaining relevant approval for the reviewed s
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Linkages to other plans	Departmental Human Resource Plan and Employment Equity Plan
Desired performance	100% of target achieved
Indicator responsibility	Acting General Manger: Human Capital Management

Indicator title	MPAT Improvement Plan approved
Short definition	A comprehensive plan to improve the MPAT scores relating to the assessment of management practices of the Department
Purpose/importance	To improve the management practices, processes and systems to address issues identified in the annual Management Performance Assessment Tool in order to enhance efficiency and effectiveness within the Department
Source/collection of data	Approved MPAT Plan
Method of calculation	Approved MPAT Plan
Data limitations	Lack of evidence documents as per the criteria set in the MPAT standards, documents not uploaded timeously
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Yearly
New indicator	Yes
Linkages to other plans	Risk Policy/Register
Desired performance	Maintenance of maximum assessment score of all standards assessed within the Key Performance Areas
Indicator responsibility	Senior Manager: Monitoring and Evaluation



**PROGRAMME 2**

Indicator title	Number of new municipalities accredited
Short definition	To capacitate municipalities on human settlement functions in order for them administer national and provincial housing programmes
Purpose/importance	To support and capacitate municipalities in order for housing delivery to be fast tracked.
Source/collection of data	Accreditation Business Plans/Protocol Agreements
Method of calculation	Cumulative
Data limitations	Business plans not approved, protocol agreements not in place, budget constraints
Type of indicator	Output indicator
Calculation type	Accumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Capacitated municipalities and improved housing delivery within accredited municipal areas
Linkages to other plans	PSEDS, HSDG
Indicator responsibility	Senior Manager: Capacity Building

**PROGRAMME 3**

Indicator title	Informal Settlements Upgrade Programme – Number of houses completed
Short definition	To facilitate the development of integrated human settlements to address slums and informal housing within the Province.
Purpose/importance	To measure the impact of the provision of new housing against the housing demand
Source/collection of data	Form 4 & D6
Method of calculation	Total houses delivered on all projects the Province
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Integrated Residential Development Programme – Number of houses completed
Short definition	To facilitate the development of integrated human settlements in well-located areas that provide convenient access to urban amenities, including places of employment. The Programme also aims at creating social cohesion.
Purpose/importance	To measure the impact of the provision of new housing against the housing demand
Source/collection of data	Form 4 & D6
Method of calculation	Total houses delivered on all projects the Province
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Enhanced Peoples Housing Process – Number of houses completed
Short definition	Provision of housing delivery utilizing the Enhanced Peoples Housing Process mechanism
Purpose/importance	To ensure that the housing needs of qualifying beneficiaries are progressively met utilizing the enhanced Peoples Housing Process mechanism whereby beneficiaries are capacitated to build their own houses
Source/collection of data	Form 4 & D6
Method of calculation	Total houses delivered in the Province utilizing the Peoples Housing Process mechanism
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Social Housing Programme: Number of units completed
Short definition	To provide for rental housing opportunities within designated restructuring zones as well as to facilitate the provision of secure, stable rental tenure for lower income persons/households, in accordance with the Social Housing Programme
Purpose/importance	To measure impact of the provision of rental stock
Source/collection of data	Form 4 & D6
Method of calculation	Total number of houses delivered for projects approved under the Social Housing Programme
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Property Management

Indicator title	Finance Linked Individual Subsidy Programme (FLISP): Number of houses completed
Short definition	Financial assistance to beneficiaries whose income is between R3, 501 -R15, 000 to own a house which is not more than R300, 000.
Purpose/importance	To target beneficiaries who may be prejudiced by financial institution in obtaining 100% loans.
Source/collection of data	Form 4 & HSS Report
Method of calculation	Number of Finance Linked Individual Subsidy houses completed
Data limitations	Nil
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Subsidy Administration

Indicator title	Community Residential Units: Number of Units completed
Short definition	To provide for rental housing opportunities within designated restructuring zones as well as to facilitate the provision of secure, stable rental tenure for lower income persons/households, in accordance with the Social Housing and Community Residential Unit Programmes.
Purpose/importance	To measure impact of the provision of rental stock
Source/collection of data	Form 4 & D6
Method of calculation	Total number of houses delivered for projects approved under the Social Housing and Community Residential Unit Programmes
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Number of Hectares of well-located land and/or released of residential development
Short definition	Provision of suitable land for housing delivery
Purpose/importance	To facilitate and expedite housing delivery
Source/collection of data	Memorandum of Agreement & Invoice
Method of calculation	No of hectares of land paid for
Data limitations	None
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Contracts and Land Legal

Indicator title	Emergency Housing Programme (inclusive of Sukuma Sakhe) Number of houses completed
Short definition	To provide housing opportunities to people affected by natural disasters as well as the most destitute people as identified for housing assistance in terms of the Provincial Operational Sukuma Sakhe Programme
Purpose/importance	To measure housing opportunities provided in terms of the above programmes
Source/collection of data	Form 4 and D6
Method of calculation	Total of all Disaster Management Rehabilitation and Operation Sukuma Sakhe projects
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Rectification/Rehabilitation (1994-2002 stock) Programme: Number of Units rectified
Short definition	To rectify houses deemed to be unsafe and inhabitable that were built during the period 1994-2002 in line with policy prescripts
Purpose/importance	To track the number of houses rectified under this Programme
Source/collection of data	Form 4 and D6
Method of calculation	Number of houses built
Data limitations	Dependent on accurate reporting on PMU unit
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Military Veterans Housing Programme: Number of Houses completed
Short definition	To provide housing units to extra-parliamentary war veterans who have trained and engaged in an instrument of war, aimed at destructive activities against the former apartheid regime.
Purpose/importance	To expedite delivery to the needy ex-liberation movement members through the Military Veterans Housing Programme.
Source/collection of data	Form 4 and D6
Method of calculation	Number of houses built
Data limitations	Dependent on accurate reporting on PMU unit
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Rural Housing ( Inclusive of Farm Worker Programme): Number of houses completed
Short definition	To provide for housing units within the rural areas
Purpose/importance	To promote housing development in rural areas
Source/collection of data	Form 4 and D6
Method of calculation	Number of houses built
Data limitations	Dependent on accurate reporting on PMU unit
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements



Indicator title	Number of work opportunities created through related programmes
Short definition	Work opportunities created
Purpose/importance	To monitor the number of work opportunities created
Source/collection of data	MIS form
Method of calculation	Paid work created for an individual on an EPWP project
Data limitations	Non-submission of reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of target achieved
Linkages to other plans	Departmental Business Plan
Indicator responsibility	Senior Manager: EPWP

Indicator title	Number of properties transferred
Short definition	Provision of security of tenure to qualifying beneficiaries for Programmes implemented
Purpose/importance	To promote home ownership
Source/collection of data	Title Deed and property register
Method of calculation	Cumulative
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Number of beneficiaries approved
Short definition	To approve beneficiaries in terms of qualifying criteria
Purpose/importance	To ensure that the housing needs of qualifying beneficiaries are progressively met
Source/collection of data	HSS Reports
Method of calculation	Cumulative
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Subsidy Administration

Indicator title	Number of serviced sites delivered per human settlements (housing) programme
Short definition	Provision of minimum level of services in terms of the National Norms and standards
Purpose/importance	Increased access to basic services
Source/collection of data	Form 4 & Completion Certificate
Method of calculation	Percentage of progress on civil works converted to a number
Data limitations	Depends on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

Indicator title	Number of new housing units completed in the Province across all housing programmes (Excluding Rectification)
Short definition	To track the provision of new permanent houses provided per programme per municipality
Purpose/importance	To measure the impact of the provision of new housing against the housing demand
Source/collection of data	Form 4 & D6
Method of calculation	Total houses delivered on all projects the Province
Data limitations	Dependent on accurate reporting on PMU database
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator, Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	General Manager: Sustainable Human Settlements

#### PROGRAMME 4

Indicator title	Number of units maintained
Short definition	To undertake day to day maintenance repairs of and provide for security and cleaning of state financed residential properties
Purpose/importance	To ensure that state financed residential properties retain value
Source/collection of data	Job Cards
Method of calculation	Cumulative
Data limitations	The non-timely submission of the job cards by the Agencies
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of Units Rectified and or upgraded for Pre-1994
Short definition	To facilitate the improvement of state financed residential properties created through State housing programme interventions during the pre-1994 housing dispensation
Purpose/importance	To improve the municipal engineering services and ensure that the affected residential properties comply with current building regulations and meet the minimum requirements for human occupation to facilitate transfer into ownership of the beneficiary
Source/collection of data	Completion Certificates
Method of calculation	Cumulative
Data limitations	Non-timely submission of completion certificates by the municipalities
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	Departmental HSDG Business Plan
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

Indicator title	Number of Land Parcels devolved to Municipalities in terms of Section 15 of the Housing Act, 1997
Short definition	Transfer of Departmental vacant land to municipalities
Purpose/importance	To facilitate delivery of services at a local level
Source/collection of data	Property Register, devolvement agreement, title deed
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Linkages to other plans	NDoHS indicator
Desired performance	100% of target achieved
Indicator responsibility	Senior Manager: Property Management and Disposal

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