



REVISED ANNUAL PERFORMANCE PLAN **2020/21-2022/23**



KWAZULU-NATAL PROVINCE

HUMAN SETTLEMENTS
REPUBLIC OF SOUTH AFRICA

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EXECUTIVE AUTHORITY STATEMENT



The Honourable Ms. N.P. Nkonyeni, MPL
Member of the Executive Council for
Department of Human Settlements and
Public Works, KwaZulu-Natal

The world-wide Coronavirus Disease (COVID-19) pandemic has resulted in the KwaZulu-Natal Department of Human Settlements having to revisit its 2020/21 – 2022/23 Annual Performance Plan in order to ensure that the service delivery initiatives are not compromised despite the challenging circumstances facing the country.

I am therefore very pleased and honoured to present the revised 2020/21 – 2022/23 Annual Performance Plan of the KwaZulu-Natal Department of Human Settlements. Cognisance has been given to the fiscal constraints and effects of the national shutdown during the development of this revised plan. The Department has adopted the philosophy of doing more for less and is therefore still committed to ensuring that human settlements developments within the Province are realised. This revised plan still plays a pivotal role towards the realisation of the electoral mandate of the sixth democratic government and encompasses the government's 2019/20 to 2023/24 Medium Term Strategic Framework Programme of Action.

The national priority relating to **spatial integration, human settlements and local government** which seeks to promote sustainable human settlements through integrated service delivery initiatives by the different spheres of government, remains a key priority area for the Department.

The Department is mindful that the impact of COVID-19 will have tremendous implications for both our service delivery and organisational environments. The Department has however undertaken measures to mitigate against some of the effects more especially within the informal settlements and the workplace.

We are currently forging in uncharted territory and strong collaborations with key stakeholders and strengthened intergovernmental relations remains of utmost importance to advance government's social transformational agenda through the development of sustainable human settlements. The Department will therefore continue to forge stakeholder partnerships to holistically address the community needs inclusive of economic activities. It is only through the commitment and participation of an inclusive society that sustainable livelihoods through transformed human settlements can be achieved.

Limited infrastructure funding due to the lack of effective integration and co-ordination to facilitate human settlements delivery has undeniably impacted on the Department's service delivery initiatives. This, together with incoherent and fragmented planning, has hampered the creation of sustainable human settlements. I am however very optimistic that the pioneering of the district development model will greatly minimize some of the core challenges facing human settlements delivery.

It is anticipated that the new integrated district based approach to service delivery will maximise investment in infrastructure for integrated human settlements and provide for more focussed intergovernmental commitment and promotion of the transformational agenda. The Department's intergovernmental relations unit will therefore play a pivotal role in this endeavour.

Moreover as a Department, we have made significant strides towards strengthening our strategic planning initiatives to maximise investment in infrastructure through the provision of integrated human settlements programmes in areas with major economic opportunities. I am pleased to state that the Department now has twenty-two gazetted priority development areas to promote human settlements spatial transformation and consolidation. The delivery of human settlements within these areas is anticipated to restructure and revitalise towns and cities to overcome apartheid spatial patterns. This, together with the KwaZulu-Natal Master Spatial Plan as well as other strategic planning initiatives such as the Department's Social Housing Strategy and the 20-Year Hostels Strategy as well as the Informal Settlement Upgrade Strategy serves as a road map for coherent and integrated planning and sustainable human settlements.

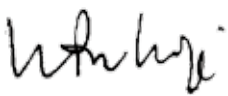
Pivotal to my Department's core mandate is the fact that infrastructure investment has been identified as a key driver for the future growth of the economy to counteract the adverse economic impact of COVID-19. It is therefore very reassuring to note that these interventions will serve as effective enablers to stimulate economic recovery.

The Department has further made great strides to promote the socio-economic upliftment and empowerment of designated groups. The introduction of the Siyakha Incubation Programme is anticipated to make a marked improvement to the local economic development through the participation of companies of designated groups in the human settlements value chain without compromising quality. This Department is also responsive to the year 2020 being the year of "**Unity, socio-economic renewal and nation building**" by maximising the potential of women, youth and persons with disabilities (designated groups) through skills development and addressing joblessness, poverty and inequality, as well as homelessness. The Expanded Public Works Programme will play a significant role with implementing sanitisation measures within identified human settlements sector high-risk areas to curb the effects of COVID-19.

The Department has also made significant inroads towards addressing the housing needs of the marginalised more especially the aged, the farmworker dwellers, persons with disabilities and women. The Department is also committed to the Climate Change Agenda and has become increasingly involved in Climate Change Initiatives. The main goal is to take urgent action towards the impact of climate change on urban, rural and coastal human settlements by implementing climate smart projects through the Climate Change Flagship Programme hosted by the Department of Economic Development and Environmental Affairs.

In response to the COVID-19 pandemic, the provision of urban housing inclusive of the upgrading of informal settlements and provision of interim services as well as social/rental and community residential units and remain as key priority areas for the Department. The provision of housing needs for vulnerable groups, fast tracking of the title deed restoration programme as well as radical economic transformation and promoting the principles of sustainability within human settlements projects will continue to be some of the focussed areas of priority for the 2020/21 financial year.

Despite these unprecedented and tumultuous times, I have the utmost confidence that under the leadership of the Head of Department, the commitments made in the revised 2020/21 Annual Performance Plan will be achieved and that "**There Shall be Houses, Security and Comfort**" for the most needy of this Province.



Honourable Ms. N.P. Nkonyeni, MPL
MEC for KwaZulu-Natal Department of Human Settlements and Public Works

ACCOUNTING OFFICER STATEMENT



Mr. M.O.S Zungu
Accounting Officer
KwaZulu-Natal Department of
Human Settlements

It is indeed with great pleasure that the revised 2020/21 Annual Performance Plan, aligned to the revised 2020/21 to 2024/25 Strategic Plan is submitted.

As a nation, we are currently facing unparalleled challenges amidst the COVID-19 pandemic. As a Department, we remain steadfast in our commitment to address the housing needs of the poorest of the poor within this Province, in line with the National and Provincial priorities.

In response to the impact of the COVID-19 pandemic, the Department has adopted a two-pronged holistic approach within both the service delivery and organizational environments so as not to compromise the Administration's new era of progressive economic and social transformation. The re-engineering of business processes and re-prioritizing of funds for its service delivery initiatives has therefore been undertaken. The Department remains resolute in its endeavor for the continued organizational efficiency without compromising the health and wellness of the employees. The departmental business continuity processes have thus been activated in order for the Department to adapt and mitigate against the impact of the COVID-19 pandemic. A comprehensive back to work readiness strategy has also been implemented which focusses on infection transmission prevention and specific occupational hygiene practices that focus on the implementation of measures to mitigate or eliminate the transmission of the virus in the workplace.

In order to curb the effects of COVID-19 within the human settlements sector, the Department has identified key risk areas for focused intervention. Initiatives to mitigate against the COVID-19 pandemic will therefore be intensified within all high-risk areas. This is inclusive of community development facilitation for the community-wide sanitization programme, community mobilization and education campaigns as well as the prioritization of informal settlement upgrading and emergency housing.

Whilst it is acknowledged that the Department has made great strides towards human settlements development, the Department is still faced with a housing need that continues unabated. This coupled with the effects of urbanization and migration, limited funding for infrastructure development and capacity constraints within the built environment makes the provision of sustainable human settlements development challenging. The impact of the COVID-19 pandemic poses a further impediment to an already burdened service delivery environment.

The new integrated district based approach to service delivery is therefore welcomed as it provides for an enabling environment for efficient service delivery, based on a coordinated, integrated and inter-sectoral approach to support human settlements infrastructure development. Strengthened stakeholder engagements and improved intergovernmental relations are vital for the effectiveness of the Department's service delivery initiatives. This together with the planning and implementation of human settlements programmes, aligned to the Department's Master Spatial Plan and Provincial Priority Housing Development Areas, will ensure that government investment is maximized and that economic and social transformation is achieved.

The implementation of complimentary programmes such as the Expanded Public Works Programme and the Siyakha Incubation Programme demonstrates the Department's commitment to addressing other pertinent social and economic challenges such as inequality and unemployment. In order to promote the economic agenda of government, focused attention will therefore be given to the provision of economic opportunities to women, youth and persons with disabilities.

One of the core challenges facing the Department is the financial constraints currently experienced due to the country's economic climate and effects of COVID-19. My team and I are however committed to ensuring that service delivery is not compromised and has ensured the review and implementation of an organizational structure that supports the decentralized model of service delivery.

In addition, to support government's Priority 1: A capable, ethical and developmental state, it is imperative that measures to improve governance and efficiency be undertaken. The review and implementation of the Department's Fraud Prevention Strategy will demonstrate the Department's commitment to zero tolerance of fraud, corruption and maladministration of public funds. Consequence management will be effected in a fair and timely manner. Improved governance structures, processes and procedures are in place to ensure accountability and responsibility with the use of government funding. ICT has been identified as a critical enabling tool to address the changed working environment including remote working where appropriate. Improved intergovernmental relations and client focus whilst collaborating with social partners is also a critical success factor to the improved functioning of the Department. In managing the COVID-19 pandemic, the Department has developed a comprehensive COVID-19 risk register, inclusive of compliance requirements as regulated by National Government via legislative, policies, regulations and directives.

In meeting the core mandate of the Department, increased focus on urban human settlements developments will be given to address informal settlements upgrade, social and rental housing, integrated residential developments, the GAP income housing market and implementation of catalytic projects. The implementation of these initiatives will be undertaken within the ambits of sound planning methodology to promote social cohesion, integration and sustainability as well as spatial transformation. The housing needs for the vulnerable groups through Operation Sukuma Sakhe, provision of emergency housing, human settlements developments within the rural areas will also be addressed. The fast tracking of the Title Deed Restoration Programme also remains a key priority initiative as it upholds the ethos of restoring pride and dignity to all.

My team has demonstrated exceptional commitment and selflessness during these uncertain times. They have been unwavering in their support and undeterred by the impediments currently experienced within the service delivery environment. They remain resolute to meeting the departmental core mandates and addressing the housing needs for the plight of the poor. I am therefore confident that, together with the support and leadership of esteemed MEC, Ms. Peggy Nkonyeni and the very capable and committed management team and staff of the Department, the commitments made in the 2020/21 Annual Performance will contribute to the full realization of "**Sustainable livelihoods through transformed human settlements**".



Mr. M.O.S Zungu

The Accounting Officer: KwaZulu-Natal Department of Human Settlements

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 under the guidance of the Honourable Ms. N.P. Nkonyeni, MPL;
- 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; and
- It accurately reflects the outcomes and outputs which the KwaZulu-Natal Department of Human Settlements will endeavour to achieve over the 2020/21-2024/25 period.

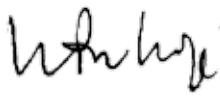
Ms. S. Pillay
Chief Financial Officer

Signature: 

Mr. M.O.S Zungu
Accounting Officer

Signature: 

Approved by:
Honourable Ms. N.P. Nkonyeni, MPL
MEC for KwaZulu-Natal Department of Human Settlements and Public Works

Signature: 

ABBREVIATIONS AND ACRONYMS

AG	Auditor-General
AIS	Audit Improvement Strategy
BAS	Basic Accounting System
COGTA	Cooperative Governance and Traditional Affairs
CRU	Community Residential Unit
CBO	Community Based Organisation
COVID-19	Coronavirus Disease
CS	Community Survey
DDM	District Development Model
DORA	Division of Revenue Act
EDTEA	Department of Economic Development and Environmental Affairs
EEDBS	Enhanced Extended Discount Benefit Scheme
EPHP	Enhanced Peoples Housing Process
EPWP	Expanded Public Works Programme
FLISP	Finance Linked Individual Subsidy Programme
FTE	Full Time Equivalent
GEPF	Government Employee Pension Fund
GHS	General Household Survey
HDA	Housing Development Agency
HSDG	Human Settlements Development Grant
HSS	Housing Subsidy System
ICT	Information and Communication Technology
IGR	Intergovernmental Relations
ISUP	Informal Settlement Upgrade Programme
ISUPG	Informal Settlement Upgrade Partnership Grant
IT	Information Technology
ITB	Ingonyama Trust Board
IRDP	Integrated Residential Development Programme
KZN	KwaZulu-Natal
KZN HSMS	KwaZulu-Natal Human Settlements Master Spatial Plan
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDHS	National Department of Human Settlements
NDP	National Development Plan
NGO	Non-Government Organisation
NHBRC	National Home Builders Registration Council
NHNR	National Housing Needs Register
NSDP	National Spatial Development Perspective
OSS	Operation Sukuma Sakhe
OPSCAP	Operational Capital Budget
PEHG	Provincial Emergency Housing Grant
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PDA	Priority Development Area
PIE	Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998
PSEDS	Provincial Spatial Economic Development Strategy
SAPS	South African Police Services
SCM	Supply Chain Management
SHRA	Social Housing Regulatory Authority
TDRG	Title Deed Restoration Grant
TRA	Temporary Residential Accommodation
TRP	Title Deed Restoration Programme



EMAPHELENI SLUMS UPGRADING PROJECT IN ETHEKWINI METRO

PART A: MANDATE

1. Relevant legislative and policy mandates

1.1 Constitutional and Legislative Mandates

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

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

The Department's core functions are further mandated by the following key legislation in addition to other transversal legislation:

LEGISLATION	AMENDMENT	PROVISIONS OF THE ACT
Housing Act 107, 1997	Housing Amendment Act, 2006 White Paper A New Housing Policy and Strategy for South Africa	The Housing Act provides for the facilitation of a sustainable housing development process; for this purpose to lay down general principles applicable to housing development in all spheres of government, to define the functions of national, provincial and local governments in respect of housing development. In short, the Act gives effect to section 26 of the Constitution by, inter alia, clarifying the roles of the three spheres of government in relation to realisation of the right to access to adequate housing (section 26 of the Constitution).
Social Housing Act 16, 2008	Social Housing Act, 2008	<ul style="list-style-type: none"> 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; and To give statutory recognition to social housing Institutions.
Rental Housing Act 50, 1999	Rental Housing Amendment Bill, 2006	Provision for rulings by Rental Housing Tribunals; to expand the provisions pertaining to Leases; and to make further provision for the filling of vacancies in Rental Housing.
Housing Consumers Protection Act, 1998	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.

LEGISLATION	AMENDMENT	PROVISIONS OF THE ACT
KwaZulu-Natal Housing Act, 12, 1998 as amended)	No recent amendment	<p>Chapter 4 provides that: The Department shall be responsible for the administration of the bank account of the Fund and manage and co-ordinate 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:</p> <ul style="list-style-type: none"> (a) undertake projects; (b) maintain, sell, or lease dwellings and other immovable property; (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; (d) determine provincial policy in respect of housing development; (e) promote the adoption of provincial legislation to ensure effective housing delivery; and (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..
Intergovernmental Relations Framework Act, (Act 13 of 2005)	No recent amendments	To establish a framework for the National Government, Provincial Governments and local government to promote and facilitate intergovernmental relations, to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes, and to provide for matters connected therewith
Sectional Titles Act, 1986 (95 of 1986, as amended by Act 24 & 29, 2003)	Sectional Titles Amendment Act, 2013	Amends 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 a part 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.
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998 (PIE Act)	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.
Housing Development Agency Act, 2008	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.
Communal Land Rights Act, 2004	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; and to provide for the co-operative performance of municipal functions on communal land.
Deeds Registries Act 47, 1937	Deeds Registries Amendment Act 34, 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.
State Land Disposal Act 48, 1961	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.

LEGISLATION	AMENDMENT	PROVISIONS OF THE ACT
Government Immovable Asset Management Act 19, 2007	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.
The Public Finance Management Act 1,1999)	As amended	The Public Finance and Management Act regulates the management of finances in national and provincial government. It sets out the procedures for efficient and effective management of all revenue, expenditure, assets and liabilities. It establishes the duties and responsibilities of government officials in charge of finances. The Act aims to secure transparency, accountability and sound financial management in government and public institutions.
Home Loan and Mortgage Disclosure Act 63, 2000	No recent amendments	The Act provides for the establishment of the Office of Disclosure and the monitoring of financial institutions serving the housing credit needs of communities. It requires financial institutions to disclose information and identifies discriminatory lending patterns.
Land Administrative Act 2 ,1995	Land Administrative Amended Act, 1996	Amends the Land Administrative Act 1995, to delete the definition of "proclaimed area" to insert a definition of "Director- General" and to insert the definition of "Minister" in the Afrikaans text; to make further provision for the section, which confers upon the President certain powers with regards to laws in the proclaimed areas.
Expropriation Act, 1951 as repealed by Act 63, 1975	Expropriation Amendment Act,1992	Amends the Expropriation Act, 1975 to extend the power to expropriate to any minister responsible for the administration of the work 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 penal provisions. To regulate offers and claims relating to compensation, payment of interest payment of legal costs and withdrawal of expropriation.
Disestablishment of South African Trust Limited Act, 2002	No recent amendments	All right and asset of the Company, including the administrative, financial and other records of the Company, vest in the National Housing Finance Corporation (as per in the Housing Act) all obligation and liabilities of the Company now vest in the Government as part of the national debt. Thus the Government must meet these obligation and liabilities. Repeal the Africa Institute of South Africa Act, 2001
Standard Act 103,1977	Amendment Act, 1995	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities; for the prescribing of building standards; and for matters connected therewith.
Preferential Procurement Policy Framework Act, 2000	No recent amendments	The Preferential Procurement Policy Framework Act (PPPFA) provide for the implementation of procurement in awarding contract, and for the protection and/or advancement of person or categories of persons disadvantage by unfair discrimination. To give 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; for matters connected therewith.
Disaster Management Act, 2002 (Act No. 57 2002);	The Disaster Management Amendment Act 16 of 2015	The Act intends to create an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disaster, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disaster and post-disaster recovery, the establishment of national, provincial and municipal disaster management centers, disaster management volunteers and matters pertaining thereto.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)	Amended by the Labour Relations Act 66 of 1995 and Occupational Health and Safety Act 181/1993	The Act governs the health and safety for the diverse industry of South Africa. It regulates and controls health and safety measurements in all organisations, from a normal office environment to a more hazardous environment like industrial plants and construction sites. The Act needs to be complied with by all employers including the Public Service Departments.

1.2 Policy Mandates

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

POLICY MANDATE	OBJECTIVE
<p>New Housing Policy and Strategy for South Africa White Paper, 1994</p>	<p>The White Paper states that the point of departure of all housing policy in South Africa is:</p> <ul style="list-style-type: none"> • Sovereignty of the Constitution; • Housing as a basic human right; • The role of the State, • People-centred development; • Freedom of choice, and • Non-discrimination. <p>It also contains government's overall approach to ensuring housing delivery in relation to:</p> <ul style="list-style-type: none"> • Stabilizing the housing environment; • Supporting the housing process; • Mobilizing housing credit and savings; • Establishing the availability of subsidies; • Institutional arrangements; • Land acquisition and redistribution; and • Co-ordinated development. <p>The fundamental principles of this White Paper are still relevant today and guide all human settlements development policies and implementation mechanisms.</p>
<p>The Integrated Urban Development Framework, 2016</p>	<p>The policy sets the framework for programmes to ensure that urban development is planned and implemented in a participatory, integrated and environmentally sustainable manner to improve the general quality of life of all those living in urban areas. It gave impetus to the Urban Renewal Programme in 2001, whose broad outcomes are:</p> <ul style="list-style-type: none"> • Revitalization of the inner city; • Job creation; • Integrated economic development; and • Making the inner city safe.
<p>The Comprehensive Plan for Sustainable Human Settlements, 2004</p>	<p>The comprehensive plan for sustainable human settlements reinforces the vision of the Department of Human Settlements, to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. Within this broader vision, the Department is committed to meeting the following specific objectives:</p> <ul style="list-style-type: none"> • Accelerating the delivery of housing as a key strategy for poverty alleviation; • Utilizing provision of housing as a major job creation strategy; • Ensuring property can be accessed by all as an asset for wealth creation and empowerment; • Leveraging growth in the economy; • Combating crime, promoting social cohesion and improving quality of life for the poor; • 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; and • Utilizing housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring.

POLICY MANDATE	OBJECTIVE
Social Housing Policy for South Africa, 2003	<p>The goal of this policy is to improve the rental housing sector. It expands individual housing subsidies to include subsidising social housing projects for people that rent accommodation and are from the low and medium-income groups.</p> <p>The fundamental principles are that social housing must:</p> <ul style="list-style-type: none"> • Restructure urban inner-city by integrating housing development in existing areas; • Respond to local housing demand through the establishment of well-managed, quality rental housing options and quality living environments; • Deliver housing for income groups ranging from the working poor to emerging middle income groups; • Support the economic development of low and medium-income communities through the creation of sustainable and workable projects; • Promote safe, harmonious, and socially responsible housing and urban environments; and • Encourage the involvement of the private sector as much as possible.
The National Housing Code, 2009	<p>The National Housing Code is a comprehensive document that sets out the overall vision for housing in South Africa. The Code sets the underlying policy principles, guidelines, norms, and standards that 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>
National Spatial Development Perspective (NSDP), 2002	<p>The NSDP demonstrates the high levels of deprivation that often coincide with areas of high economic growth potential. The NSDP provides a framework for the development of the national space economy.</p>
National Development Plan (NDP) Chapter 8	<p>The NDP offers a long-term perspective for South Africa by defining a desired destination and identifying the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives:</p> <ul style="list-style-type: none"> • Providing overarching goals for what the country wants to achieve by 2030; • Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome those obstacles; • Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP; • Creating a basis for making choices about how best to use limited resources; and • The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. <p>Chapter 8 sets out the plan for transforming human settlements, setting out five spatial principles for human settlements development: spatial justice; spatial sustainability; spatial resilience; spatial quality and spatial efficiency. The human settlements trajectory propositions that, 'by 2050 visible results from effectively coordinated spatial planning systems shall have transformed human settlements in South Africa into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and essential infrastructure'.</p>
Provincial Growth and Development Strategy (PGDS)	<p>The PGDS sets the tone for all development and growth within the Province. It represents a fundamental analysis of provincial challenges in line with the National Development Plan and the formulation of a common vision, goals, and targets that all strategic partners in the development of the province commit themselves to promote and achieve. The PGDS acknowledge the fact that the provision of housing has previously dominated the approach to human settlements in the Province and in South Africa in general. Whilst the provision of a house remains an important part of human settlements it is now common-cause that liveable 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.</p>
Provincial Growth and Development Plan (PGDP)	<p>Strategic Objective 3.4: Sustainable human settlements</p> <p>The provision of a house remains an important part of human settlements. It is now common understanding that liveable 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 settlements has been slow to materialise 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>

POLICY MANDATE	OBJECTIVE
<p>The Provincial Spatial Development Framework</p>	<p>The framework provides a departure points for aligned and co-ordinated spatial intervention for sustained human settlements which included infrastructure delivery. Densification can be defined as increased usage of space both horizontally and vertically within existing areas /properties and new developments accompanied by an increased number of units and/or population thresholds. This ensures that the number of dwellings per hectare increase in a planned and sustained manner without adversely affecting the quality of life of established communities within a defined area. The anticipated urbanization of the Province will require that the Department is able to response to all income levels with the appropriate housing typology.</p> <p>This ranges from new entrants to the housing market as well as the gap housing market beneficiaries. Thus, stakeholders involved in land allocation, establishment of social facilities, designing human settlements must begin to think about promoting polycentric planning in order to achieve sustainable livelihoods and sustainable human settlements</p>
<p>KwaZulu-Natal Human Settlements Master Spatial Plan (KZN HSMSP)</p>	<p>The Vision for the KZN HSMSP is:</p> <p>“By 2030 KwaZulu-Natal is recognized for its compact, connected and integrated human settlements pattern across different scales reflecting successful spatial transformation, founded on the values of sustainability, collaboration, choice, and value creation.”</p> <p>The 7 objectives of the KZN HSMSP is as follows:</p> <ol style="list-style-type: none"> 1. Spatial transformation; 2. Compact settlements and settlement patterns; 3. Connected settlements and settlement patterns; 4. Integrated settlements and settlement patterns; 5. Functional residential property market in urban and rural areas; 6. Consistent application of policies, principles, objectives and concepts across various scales (provincial, regional, local); and 7. Institutional capacity for effective planning and implementation.

1.2.1 National Policy Imperatives

The seven priorities for the sixth Administration are as follows:

1. A capable, ethical and developmental state;
2. Economic transformation and job creation;
3. Education, skills and health;
4. Consolidating the social wage through reliable and quality basic services;
5. Spatial integration, human settlements and local government;
6. Social cohesion and safe communities; and
7. A better Africa and World.

Medium Term Strategic Framework (MTSF) Human Settlement Sector Priorities for 2019/20 – 2024/25

The National strategic priorities for the 2019/20- 2024/25 MTSF are as follows:

- Work closely with the private sector to develop major development projects that bring together economic nodes, human settlements, smart technologies and public transportation that impact on spatial transformation. These include building at least one new South Africa city of the future;
- Transform the property market to promote access to urban opportunities and social integration through access to well-located, affordable housing and decent shelter, thereby reversing urban fragmentation and highly inefficient sprawl;
- Improve the alignment of housing provision with other public investments and service provision, including schools, health facilities and transport networks, complementing more integrated residential, industrial and commercial development;
- Release land at the disposal of the state for sites and service to afford households the opportunity to build and own their own home;
- Transform the composition and functioning of the property industry and accelerate legislative measures to eliminate speculative behaviour, including the establishment of a Property Sector Ombudsman;
- Address the title deeds backlog, along with associated institutional and capacity gaps, to ensure that the transfer of title deeds move with higher speed;
- Develop a more coherent and inclusive approach to land by developing overarching principles for spatial development; and
- Revise the regulations and incentives for housing and land use management.

The Department is aligned to these priorities in accordance with its provincial competencies. This is inclusive of amongst others:

- Investing in Priority Development Areas (PDA's);
- The continued implementation of Integrated Residential Development Programme (IRDP) projects;
- Implementing programmes that support affordable rental, implement various programmes that support home ownership; for both the subsidy & the gap market;
- Providing homeowners with title deeds or an alternative form of land ownership registration;
- Strengthening home ownership education; and
- Identify and upgrade informal settlements in well-located land.

1.2.2 KZN Provincial Priorities

The Province's priorities are as follows:

- Basic Services (especially access to clean potable water);
- Job Creation;
- Growing the Economy;
- Growing Small, Medium and Micro Entrepreneurs and Cooperatives;
- Education and Skills Development;
- Human Settlement and sustainable livelihood;
- Build a Peaceful Province; and
- Build a caring and incorruptible government.

In terms of the provincial commitments, the Department continues to focus on the achievement of its core mandate of transforming human settlements into liveable neighborhoods through integrated human settlements programmes, in areas with major economic opportunities and empowerment of all designated groups. In addition to implementing programmes to promote urban development, the Department is also mindful of addressing the human settlements needs of the vulnerable groups. The Department is therefore actively involved with Province's Operation Sukuma Sakhe Initiative, has also created a database to address the human settlements needs for people with disabilities. The Department's Siyakha Incubation Programme ensures the growth of emerging companies of the different categories of designated groups more particularly women, youth and people with disabilities. The programme also provides for skills development, mentorship and coaching and is linked with the EPWP programme, which addresses the creation of employment and training to designated groups. Strengthened planning initiatives to promote an integrated and more inclusive human settlements development approach has also been undertaken. This is inclusive of hosting district Informal Settlements Summits and the Women in Construction Summit. In addition, participation at planning structures such as the municipal integrated development planning structures, Action Work Groups and works closely with COGTA with respect to the District Development Model ensures that human settlements developments are undertaken in a coherent and sustainable manner. The 22 newly gazetted Priority Development Areas for the Province ensure that sector departments prioritize development within these areas thereby promoting sustainable human settlements developments.

In order to promote good governance and accountability, the Department continues to address issues relating to fraud prevention and risk management, stringent financial control measures, and consequent management.

1.2.3 State of the Nation Address, 2020

As reiterated by the President of the Republic of South Africa, inclusive economic growth and job creation remain key priority areas. In order to curb the high levels of youth unemployment, focussed attention needs to be placed on providing employment opportunities to the youth. The empowerment of women also remains a critical factor for inclusive economic growth as does the advancement of radical economic transformation.

Social Housing initiatives as well as human settlements development initiatives to address spatial transformation remain key priority areas for the human settlements sector.

1.2.4 State of the Province Address, 2020

The continued implementation of the Department's catalytic projects remains a key priority for integrated and sustainable human settlements. The planning and implementation of human settlements development projects within the PDA's to promote spatial transformation will also be prioritized.

The Department's Incubation Programme will also support and develop emerging black-owned businesses.

2. Institutional Policies and Strategies

2.1 KwaZulu-Natal Informal Settlement Eradication Strategy

The introduction of Informal Settlements Eradication Strategy recognized that responses to challenges of informal settlements needs to be multi-pronged and follow an inclusive approach. In response to the Informal Settlements and Land Invasion Indaba held in 2018, the strategy was enhanced to achieve a consolidated approach in dealing with informal settlements, namely:

- Continuation of projects which are In-situ Upgrading of Informal Settlements;
- Vigorously pursue the IRDP Projects and other green field projects to accommodate excess families in informal settlements;
- Increase the provision of serviced sites to accommodate more families due to budget constraints;
- Provision of Interim Basic Services;
- Re-blocking of existing Informal Settlements to improve living conditions of settlements; and
- Managed land settlement through Planned Informal Settlements on Greenfield Sites and develop basic norms and standards to implement Planned Informal Settlements.

2.2 KwaZulu-Natal Rental Housing Strategy

The five-year rental housing plan is informed by the National Rental Housing Strategy of which Social Housing, Community Residential Units (CRU) and Institutional Subsidy Programme are essential components. The strategic rental housing plan has been developed having taken into account the comprehensive analysis of the needs of the province particularly for households in the rental market that earn less than R7,500 per month.

2.3 Climate Change Initiatives

The Department of Human Settlements is becoming increasingly involved in Climate Change Initiatives and has recently entered into a Memorandum of Understanding with the Department of Environmental Affairs. The main goal is to take urgent action towards the impacts of climate change on urban, rural and coastal human settlements by implementing climate smart projects through the Climate Change Flagship Programme hosted by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA). The Department of Human Settlements has drafted a desktop research report on the effects of climate change on human settlements to provide a foundational understanding of the subject matter and to make suitable recommendations to deal with the short-term and long-term impacts of climate change. This was the first step towards a long process of becoming involved in climate change initiatives. Recent climate change workshops have resolved that the Department should work towards researching the subject matter in depth and developing policy guidelines not only to address climate change but also other environmental aspects as an on-going process that directly impacts human settlements.

2.4 KwaZulu-Natal Anti-Land Invasion and Monitoring Strategy

This Province is faced with the continuous proliferation of informal settlements and land invasion and that most of these informal settlements have developed through the invasion of privately or state-owned land which makes service delivery implementation difficult. In addition, the process of transferring such occupied land to municipalities is cumbersome and restricts the department from exercising its mandate in providing human settlements to the needy. The illegal letting or the selling of sites by individuals who plan and lead land invasions has also become prevalent in the Province.

Despite the development of an informal settlements upgrading and management strategy to expedite housing delivery to its homeless citizens, land invasions remain a critical disabler to service delivery within the Province. In order to circumvent some of the challenges mentioned the Department has developed the KwaZulu-Natal Anti-Land Invasion and Monitoring Strategy.

The objectives of the above mentioned strategy is as follows:

- To promote cooperative government in all spheres of government in the management of land invasion/unlawful occupation of state owned immovable assets in the KwaZulu-Natal (KZN) Province;
- To provide a tool which may also be used by the municipalities in managing and controlling invasion/unlawful occupation;
- To established structures with roles and responsibilities in managing invasion/unlawful occupation of land;
- To monitor invasion/unlawful occupation of land and provide necessary interventions to avert further occupations unlawfully; and
- To adopt a proactive approach and provide awareness on planned human settlements development programmes.

3. Relevant Court Rulings

CASE	CASE DESCRIPTION	COURT JUDGEMENT
City of Johannesburg Metropolitan Municipality and Blue Moonlight Properties 39 (PTY) LTD	This case concerns the conflict between the constitutional right to adequate housing and an owner's right to develop private property. The owner of the property (Blue Moonlight) sued to evict the occupiers in order to develop the property, which would almost certainly render them homeless. The occupiers argued that the city had an obligation to provide them with temporary housing under the South African Constitution and the PIE Act before they could be evicted.	The Court then ordered the city to provide the occupiers with adequate alternate housing. In so doing, the Court rejected the city's contention that the city did not have adequate financial resources with which to provide alternate housing. Finally, the Court insisted that there be a link between the date of eviction and the date by which the city would have to provide such housing to ensure that the occupiers were not rendered homeless by the eviction.
Jabulani Zulu and 389 others and eThekweni Municipality	In this case the appellants are residents of Madlala Village, an informal settlement near Lamontville Township, Durban and have lived there since September 2012. The appellants' alleged that there had been at least 24 incidents of demolition of their shacks carried out by the Municipal Land Invasion Control Unit with the assistance of the South African Police Service (SAPS).	<p>In March 2013 the High Court, granted the MEC an interim order authorising the eThekweni Municipality and the Minister of Police, acting through SAPS, to take all reasonable and necessary steps to prevent persons from invading, occupying and/or erecting structures on certain land; remove any materials placed on the land; and dismantle or demolish any structures constructed on the land.</p> <p>The Constitutional Court held that the order authorizes in effect the demolition of their homes and their eviction even though they were not cited in the proceedings brought by the Member of Executive Council (MEC). The court further held that the appellants had standing in those proceedings and the High Court should have allowed them to intervene.</p> <p>The Constitutional Court agrees this is an eviction order that contravenes the protections in the PIE Act, but goes further to find that the order is unlawful and unconstitutional. The Court reprimands the Municipality for seemingly misinforming the Court as to the nature and use of the order, especially, in the light of the evictions that occurred a day after the hearing. He notes that state parties have a constitutional duty to assist in the administration of justice and must provide reliable submissions.</p>
Abahlali Basemjondolo (ABM) Movement SA and Premier of the Province of KwaZulu-Natal	KwaZulu-Natal Elimination and Prevention of Re-Emergence of Slums Act, 6 of 2007 (the Act). ABM argue that the Act does not deal with housing, but with land and land tenure; matters that fall outside the legislative competence of the province. They also argue that a section of the Act that requires owners of property and municipalities where such property is situated to evict unlawful occupiers in certain circumstances is inconsistent with section 26(2) of the Constitution.	In this matter the Court held that, section 16 of the KwaZulu-Natal Elimination and Prevention of Re-Emergence of Slums Act, 6 of 2007 (the Act) is inconsistent with the Constitution and it is therefore invalid.
The Government of the Republic of South Africa and Irene Grootoom and others	A community of squatters, evicted from an informal settlement in Wallacedene, had set up minimal shelters of plastic and other materials at a sports centre adjacent to Wallacedene community centre. They lacked basic sanitation or electricity. The group brought an action under sections 26 (the right of access to adequate housing) and 28 (children's right to basic shelter) of the South African Constitution for action by various levels of government.	On appeal to the Constitutional Court the Court found no violation of s. 28 but found instead a violation of the right to adequate housing in s.26. The Court held that article 26 obliges the state to devise and implement a coherent, coordinated housing programme and that in failing to provide for those in most desperate need the government had failed to take reasonable measures to progressively realize the right to housing. The Court ordered that the various governments "devise, fund, implement and supervise measures to provide relief to those in desperate need." The South African Human Rights Commission agreed to monitor and if necessary report on the governments' implementation of this order.

CASE	CASE DESCRIPTION	COURT JUDGEMENT
<p>Mthunzi Alson Mchunu and 36 others and the Executive Mayor, Ethekewini Municipality</p>	<p>In this matter, ABM and 37 residents seek an order against the Executive Mayor of eThekwini (Durban), together with two other senior officials in their personal capacities, to take all the steps necessary to implement a court order requiring housing to be provided to 37 occupants.</p>	<p>This is an important case because it establishes whether individual office bearers can be held personally responsible for the state's failure to perform on specific obligations.</p> <p>The matter was heard in the Durban High Court on 20 February 2015, where it was settled. An order was agreed by consent, with the municipality offering houses at an acceptable location within 16 months.</p> <p>On 14 September 2015, the Socio-Economic Rights Institute of South Africa met with the municipality's Manager for Housing and Support. All residents were subsequently registered for houses at the Cornubia Housing Project. On 30 November 2015, the municipality adopted a relocation plan. The relocation process commenced on 15 December 2015 and was concluded on 20 December 2015.</p>
<p>Nthabiseng Pheko and Ekurhueni Metropolitan Municipality</p>	<p>This case concerns a municipality's efforts to remove residents from land it had deemed to be a "local state of disaster" pursuant to the Disaster Management Act which was intended to provide municipalities with flexibility in urgently responding to disaster-stricken areas when such action is necessary for the preservation of life.</p>	<p>The Court also found that the High Court did not sufficiently consider the relevant circumstances, such as whether alternative land could be made available to the residents and whether the disaster was imminent as to warrant such a speedy relocation of the residents. Finally, the Court issued an order requiring the municipality to engage with the residents to identify land in the immediate vicinity of the land in question for relocation.</p>



GREYTOWN TITLE DEEDS HANDOVER IN UMVOTI LOCAL MUNICIPALITY

PART B: STRATEGIC FOCUS

1. VISION

To restore dignity and provide access to sustainable livelihoods through collaborated, equitable, decent and integrated human settlements.

2. MISSION

To transform human settlements into liveable neighbourhoods through integrated human settlements programmes in areas with major economic opportunities and empowerment of all designated groups.

3. 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	
Commitment to performance	We will continue to motivate our staff to work hard and efficiently through recognition while providing service excellence at all times
Trust and honesty	We provide service impartially, fairly, equitably and without bias.
Transparency and consultation	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. are available to the public.
Integrity	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.
Accountability	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.

4. SITUATIONAL ANALYSIS

Sections 24, 26 & 27 of the South African Constitution, affirm the right of all to a healthy environment; access to adequate housing; and access to basic services. The NDP Vision 2030 confirms that where people live and work is fundamental to sustainable livelihoods. Apartheid planning consigned the majority of South Africans to places far away from work places, where provision of services could not be sustained. While South Africa's transition from apartheid to a democratic state has been a success, too many people are still faced with the poverty trap, inequality and unemployment. South Africa remains divided, with opportunities still shaped by the legacy of apartheid. In particular, a large number of young people, women and people living with disabilities, are still excluded from mainstream economic activities.

The Department of Human Settlements aims to acquire spaces that are close to major economic activities and employment opportunities in order to convert them into sustainable human settlements. Achieving sustainable livelihoods requires infrastructure investment to be channeled towards these and other nodal areas. The District Development Model (DDM) aims to achieve this. The Department has already embarked on a DDM Human Settlements Integrated Development Plan, which will be tabled before the Cabinet in due course.

A key challenge currently facing the country is the global Coronavirus Disease (COVID-19) pandemic. The country's first case was confirmed in March 2020 and the President of the Republic of South Africa in terms of the Disaster Management Act, 2002, subsequently declared a National State of Disaster, to implement urgent and drastic measures to curb new infections and flatten the curve of the virus.

COVID-19 has however had and continues to have serious effects on the health of individuals, which, coupled with the country's lockdown period has adversely affected the economy and labour market. The impact of this pandemic is anticipated to continue over the short to medium term.

Whilst the infection rate varies on a daily basis, the eThekweni metropolitan municipality as well as the iLembe and uMgungundlovu district municipalities have the highest number of new infections provincially. The eThekweni metropolitan municipality remains the epicenter of COVID-19 in the province.

Within the uMgungundlovu District, the uMsunduzi and uMngeni areas have the higher rates of infections. Whilst the initial outbreak of the COVID-19 pandemic was largely urban-based, recent trends show that the number of infections from the rural based districts have increased.

The COVID-19 pandemic has also impacted on the human settlements sector in terms of both service delivery and organizational efficiency. In order for all Departments to contribute towards the R500bn stimulus package announced by the State President to assist with the socio-economic impact of the COVID-19 pandemic, the Department has had to reduce its budget in both Equitable Share and the Human Settlements Development grant (HSDG). The re-engineering of business processes and re-prioritizing of funds so as not to compromise its service. The department has undertaken initiatives and measures to mitigate against the COVID-19 effects within both the service delivery and organizational environments.

4.1 EXTERNAL ENVIRONMENT ANALYSIS

4.1.1 Demographic Characteristics and Population Profile

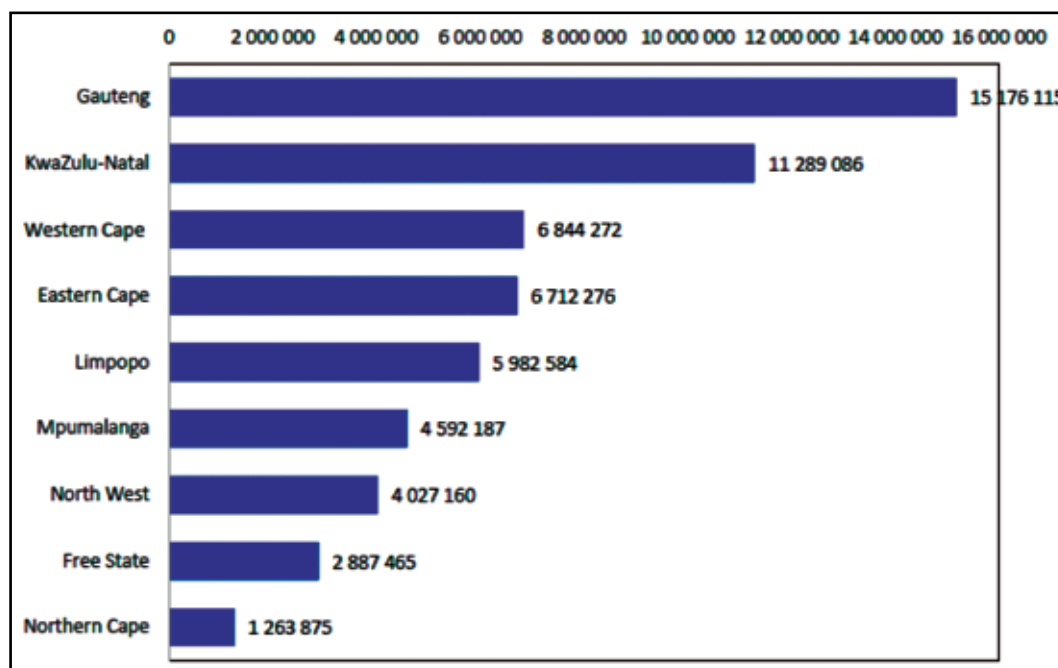
The Province is comprised into one metropolitan municipality (eThekweni Metropolitan Municipality) and 10 district municipalities, which are further subdivided into 43 local municipalities. These municipalities are the main delivery agents of sustainable human settlements within the Province. The eThekweni Metropolitan Municipality as well as the uMgungundlovu and King Cetshwayo District municipalities are the major economic drivers within the Province with eThekweni experiencing rapid urbanisation.

A distinct characteristic of this Province is that it is predominately rural in nature where 35% of the land falls under the custodianship of the ITB, with 51% of the population residing in rural areas.

One of the key social challenges facing this Province is the fact that of all the nine Provinces in South Africa, KZN has the third highest rate of poverty in the country. KwaZulu-Natal has had 26.3% share of the poor in the country in 2011. The underprivileged are faced with high poverty levels, poor access to basic social services, poor living conditions and limited economic opportunities.

In terms of the mid-year population estimates, 2020 as issued by Statistics South Africa, the estimated population of the Province of Kwa-Zulu Natal is 11,5 million. The Province is still the second most populated Province (i.e. 19,3%) in South Africa, with the most populace Province being Gauteng having 26% of the country’s population as reflected in Figure 1 below. 52% (6 million) of the KZN population are females while males make up 48% (5,5 million). In addition, 35,24% of the population is younger than 15 years of age and 8,13% is aged 60 and older.

Figure 1: Mid-Year Population Estimates, 2020



Source: Statistics South Africa: Mid-Year Population Estimates, 2020

In terms of General Household Survey (GHS), 2018, household growth is surpassing population growth. The number of households is estimated to have increased from 2,1 million in 2002 to 2,9 million in 2018. Larger households (consisting of 6 and more members) is also noticeably higher, i.e. 20,3% within this Province due to its rural characteristics.

Single person households (26,4) and households with 2-3 persons (31,3%) are also relatively high within this Province. This inevitably results in further constraints on the already increased demand for basic services. The Province is also characterized by 45% of female-headed households, which is also linked to its rural landscape. 4,0% of the population is estimated to be with individuals aged 5 years and older with disabilities. 3,7% comprises males, while 4,4% comprises females. The Department has prioritized the provision of housing for persons with disabilities over the forthcoming years.

The 2020 mid-year population estimates projects that the Province will experience an outflow of 332,220 migrants, with an estimated 205,845 expected to move to the Gauteng Province. The estimated inflow to the Province is 255,923 migrants. The net migration is therefore -76,296.

4.1.2 Unemployment

The results of the Quarterly Labour Force Survey for the first quarter of 2020 issued by Statistics SA, indicates that the country's official unemployment rate is 30,1% with the expanded unemployment rate being 39,7%. This implies that, as at March 2020, 7,070 million individuals between the ages of 15 and 64 years are unemployed, whilst 15,422 million are not economically active. In addition, 32,4% of females in the country is unemployed.

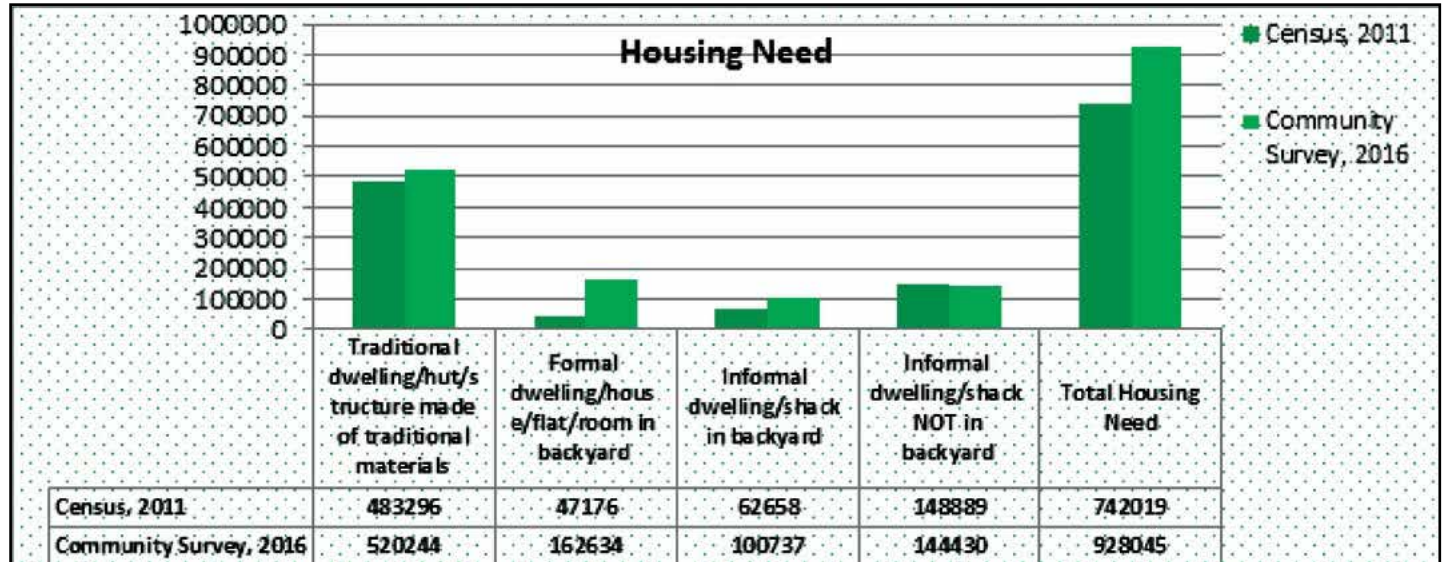
Provincially, the unemployment rate has increased from 25,0% in December 2019 to 26,9% in March 2020. The expanded unemployment rate has also increased from 41,9% in December 2019 to 43,0% in March 2020. In comparison to March 2019, the official unemployment rate increased in all provinces with the Province of KwaZulu-Natal experiencing a 0,6 of a percentage point increase. In addition, as at March 2020, the unemployment rate for the eThekweni Metropolitan municipality is 22,1%.

Unemployment continues to be one of the country's greatest challenges. The impact of COVID-19 together with the anticipated contracting of the South African economy by 7.2 % in 2020 implies that Human settlement development programmes such as the Expanded Public Works Programme (EPWP) need to be intensified to create of work opportunities and skilling of the targeted groups.

4.1.3 Housing Needs

In terms of the Census, 2011 Statistics South Africa (SA), the housing backlog for the Province is 742,019. KwaZulu-Natal remains the second Province with the highest housing backlog in the country. Provincially, eThekweni Metropolitan Municipality has the highest need whilst the Amajuba District has the lowest housing backlog. The eThekweni Metropolitan Municipality has the highest housing backlogs of 75% of households residing in Informal dwelling/shack not in backyard.

Graph 1: Estimated Housing Need as at 2016



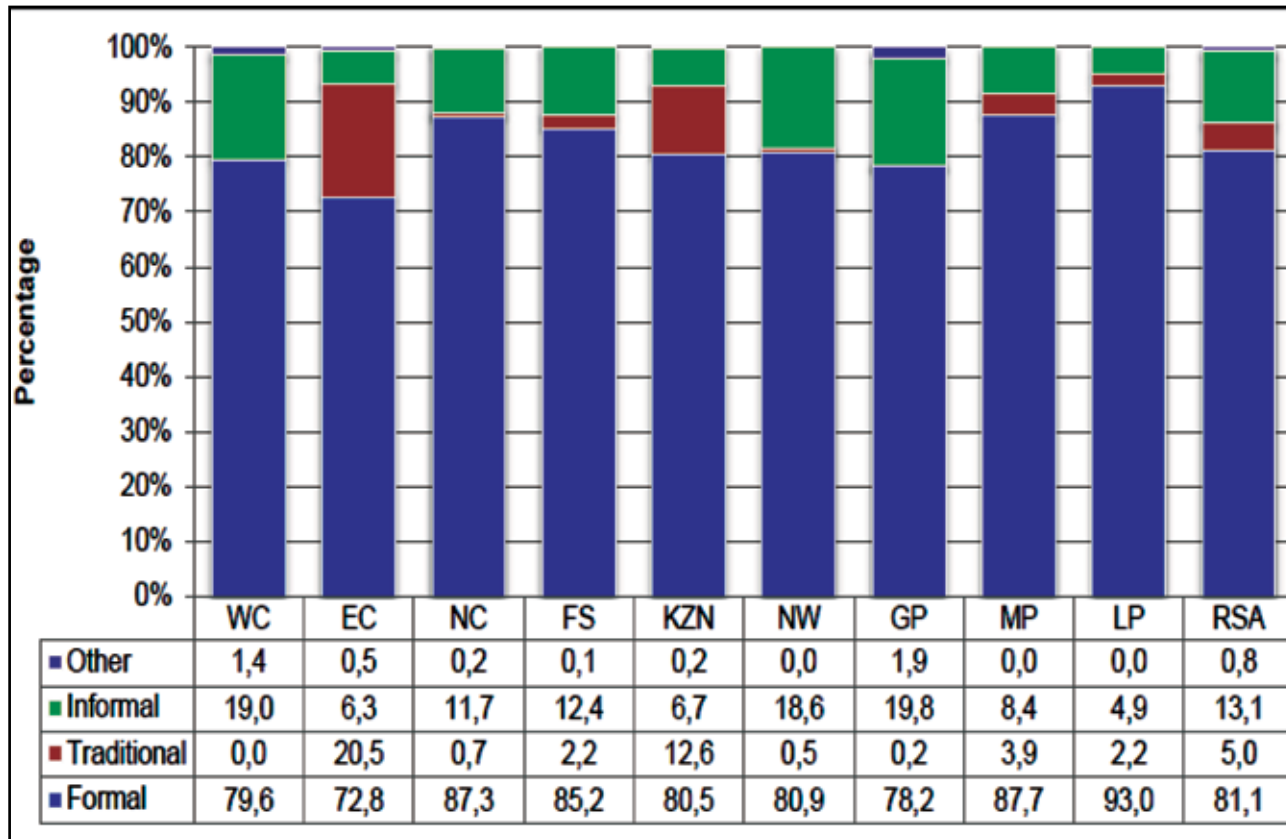
Source: Statistics SA, Census 2011 and Community Survey, 2016

Note: Formal dwelling includes: Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on a farm, Or 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.

In comparison, as reflected above, the housing need for the Province is estimated to have increased to 928,045 as per the Community Survey (CS), 2016. All districts estimated to have an increase in demand for housing with the biggest increases being within the eThekweni, Zululand and uMkhanyakude areas.

Furthermore, in terms of the GHS, 2018, it has been deduced that human settlements interventions are in fact not reducing the percentage of households in informal dwellings. Nationally, 81,1% of all households resided in formal dwellings in 2018. Whilst the percentage of households that have received a government subsidy to access housing increased from 5,6% in 2002 to 13,6% by 2018, 13,1% of households were still living in informal dwellings. Provincially, it is estimated that 80,5% of households lived in formal dwellings in 2018, with 12,6% of households living in traditional dwellings. In addition, within the eThekweni metropolitan area, it is estimated that 13,0% of households lived in informal dwellings.

Figure 2: Percentage of households that lived in formal, informal and traditional dwellings by Province, 2018



Source: Statistics SA: GHS, 2018

The KZN Citizen Satisfaction Survey, 2018 was undertaken by the Office of the Premier to ascertain whether the key developmental priorities are aligned to the people’s expectations. This survey intended to provide the provincial government an opportunity to assess the people’s perceptions regarding what the provincial government’s focus should be on when providing service delivery.

The results reveal that the majority of the Province’s citizens aged 15 years and older ranked job creation as their first priority. This was followed by affordable housing and fighting corruption as the second and third areas of priority, respectively.

At a district level, citizens aged 15 years and older within all districts ranked job creation as the top priority area, whilst the provision of housing was ranked the second most important priority for all districts, except for Amajuba and eThekweni, which indicated “crime prevention” as their second most important priority.

4.1.4 Urbanization

In line with international trends, the country has experienced rapid urbanization. According to Statistics South Africa and the World Bank, South Africa's population is urbanized at a rate of 60% to 64%. According to the NDP, 70% of the population will be urbanized by 2030 with an estimated 7.8 million people living in the cities. By 2050, urban population will grow to an estimated 80%.

The country's urbanization is characterized by "an urbanization of poverty". The impact of rapid urbanization in the Province has resulted in the following:

- Fragmented urban forms with unequal access to job opportunities, amenities and public services;
- Mushrooming of informal settlements and their locations in precarious conditions;
- Illegal occupation of land/properties both private and government owned;
- Illegal occupations of run down or abandoned buildings;
- Construction of illegal buildings within over and under services, servitude; and
- Increase in housing backlog (currently at more than 400 000 households).

The rapid rate of urbanization has also placed an additional burden on access to basic services, effective and integrated planning, infrastructure development by municipalities, as well as increase in informal settlements. eThekweni has experienced a most significant increase in the demand for housing due to rapid migration of poor/indigent families to the city centres, thus increasing the number of informal settlements and informal dwellings. In terms of the PGDS, 2035, eThekweni shows 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 3.66 million in 2016¹).

According to the State of South African Cities Report 2016, 40% of the global urban expansion is taking place in slums. The anticipated acceleration of the population growth in eThekweni together with the estimated 75% households currently living in squalid conditions/informal structures imply that the provision of urban infrastructure, including more affordable housing, urban planning and governance on informal settlements should be intensified in order to accommodate the influx.

4.1.5 Lack of integrated planning and funding model

Endeavors for integrated planning for sustainable human settlements have not borne sufficient tangible results. However, the Cornubia housing project is one flagship of the department in partnership with Tongaat Hulett and eThekweni Municipality to bring about sustainable livelihoods. 25 000 housing units are targeted under this programme. Phase 1, with 2661 units has been completed. Phase two which consists of 23 000 housing opportunities in the gap income market and social housing is underway. Other catalytic projects include the EtheKweni Inner-city (10 585 social/ rental/ Gap housing). A Master Plan on Inner city Regeneration has been finalised making provision for an estimated 10 585 social/rental housing units. This will contribute to economic empowerment, eradication of informal settlements and sustainable livelihoods.

The Province must support the EtheKweni initiative of eradicating informal settlements through infrastructure investment. Provincial infrastructure development will also be focused on all mega projects including the Aerotropolis initiative by EDTEA. District plans must support the KZN HSMSP through the provision of bulk infrastructure.

The Province has embarked on the DDM, Khawuleza. The Cabinet has taken a decision to pilot this in eThekweni, uMhlathuze and Msunduzi municipalities. Khawuleza promotes integrated planning through "One District, one Plan and one Budget" and hopes to achieve greater impact and faster service delivery.

4.2 PERFORMANCE DELIVERY ENVIRONMENT

Despite the progress made to towards addressing the housing needs of the Province, the demand for adequate housing remains a formidable and progressive target. Reflected hereunder is the service delivery key performance information for the period 2016/17 financial year to the 2019/20 financial year.



Source: Departmental Annual Reports

Whilst the Department has exceeded its targets for the Informal Settlement Upgrade Programme (ISUP) and Rural Housing Programmes, other programme interventions such as IRDP, Social/ Rental Housing Programmes and CRU remain below the anticipated performance levels. During this MTSF period, more focussed attention will therefore be made on Urban development (IRDP Projects) in line with the KZN HSMSP- Priority Development Areas (PDAs). Additional interventions to fast track title deeds will also be implemented. The Department has taken a strong stance on integrated planning and development for innovative sustainable human settlements.

The Department has been experiencing severe fiscal constraints, this together with the service delivery challenges facing the Department requires the Department to be more responsive and innovative in its endeavour to create sustainable human settlements to improve the quality of household life in the Province.

Key challenges with human settlements delivery include the following:

- IRDP projects has not fully resulted in the creation of integrated and sustainable human settlements;
- Large scale rural housing projects are not following the full planning process of creating integrated sustainable human settlements;
- Limited Bulk Infrastructure to fast track the IRDP and Catalytic Projects in all secondary cities;
- Lack of a Funding Model to undertake IRDP /Catalytic projects;
- There is limited financial resources from the equitable share to appoint professional staff. Hence Contract staff are appointed utilizing Operational Capital Budget (OSCAP) funding; and
- The organisational structure not aligned to support the mandate and strategy of human settlements.

Interventions to address the above include:

- The repackaging of current IRDP projects that are in planning to address all land use and the allocation of serviced residential stands and top structures to persons who do not qualify for subsidies at a varied cost depending on the income and profile of the households;
- Strengthening relations with the ITB to package sustainable human settlements in economic nodal areas within rural areas through the DDM;
- Strengthening stakeholder relations for better integration and prioritization of bulk infrastructure for priority nodal areas;
- Funding model and cross-subsidizing to address housing needs for all income groups;
- Better integration with planning and social/rental housing programmes;
- Organisational structure is to be aligned to support the mandate and strategy of human settlements; and
- A holistic and integrated Housing Consumer Education strategy to address the duplication of functions and pooling of resources.

4.2.1 Management of Informal Settlements

In line with the New Urban Agenda as well as national and provincial priorities, the Department seeks to facilitate urban development with the provision of integrated and sustainable human settlements development to marginalized communities to achieve equity and prosperity. The Departmental programmes supporting the management of informal settlements are intended to progressively ensure access to social and economic services, social integration, economic growth and development as well as address spatial disparities. The informal settlements within this Province remains a key focus area for the Department in line with its MTSF areas of priority.

Census 2011 data indicates that there are 148,889 households, containing 378,988 individuals who live in shacks not in backyards. An estimated 75% of these households are within the Province's metropolitan area of eThekweni. This is noticeably higher than the 38% proportion of all households in the Province who live within the metropolitan area; according to the Census 2011.

In addition, the number of households living in shacks and not in backyards has decreased in the Province whilst a significant increase of 38% of households living in backyard shacks between 2011 and 2016 is noted.

An increase in informal settlements in major cities and towns within the Province is a direct result of rapid urbanization for economic opportunities and improved livelihoods.

The Department further undertook an assessment and categorization process of all informal settlements in KZN. A total of 937 informal settlements were identified with an estimated 394,316 informal dwellings. This indicates an increase in the number of informal dwellings compared to Statistic SA's CS 2016 figure of 245,167.

The summary of informal settlements identified across the Province per district is distributed as follows:

Table 1: Informal Settlements per Metropolitan area/District

Metropolitan area/District	Number of Informal Settlements	Number of Structures
eThekweni	730	310,613
Amajuba	7	3,032
Harry Gwala	9	5,197
Ilembe	22	15,783
King Cetshwayo	8	1,531
Ugu	10	3,979
uMgungundlovu	115	29,170
uMkhanyakude	5	12,910
uMzinyathi	8	1,854
uThukela	8	3646
Zululand	15	5452
Total	937	393,167

Source: Report on the identification, location and verification of Informal Settlements in KwaZulu-Natal, April 2018

The majority of the informal settlements are concentrated within the eThekweni metropolitan area, i.e. 78% followed by 12% within the uMgungundlovu district. There are currently an estimated number of 145 projects (planning and construction stage) addressing various informal settlements areas within the Province.

The informal settlements within the eThekweni metropolitan area is further aggravated by the utilisation of Temporary Residential Accommodation (TRA) to relocate individuals from the informal settlements surrounding stadiums that were needed for the 2010 World Cup.

Subsequent to this, additional TRA's were established to relocate families from other informal settlements that were being upgraded, with respect to services installation (water/sanitation). These families were living in inhabitable conditions and on the way of services and top structure construction. This transitional arrangement was meant to last to the maximum of 18 months and the families would thereafter be relocated to permanent housing solutions. However, delays with the planning processes for the Greenfield projects has contributed to the longer stay of families in the interim shelters.

Of the original 71 TRA's, 26 have been relocated city wide between 2013-2018. 3557 families have been relocated and 1905 units demolished. The Municipality has a detailed action plan comprising short, medium and long-term interventions for the total eradication of the remaining structures.

Notwithstanding the service delivery initiatives that have been undertaken to address informal settlements within the Province, the management of informal settlements still remains a formidable task. Contributory factors to this include amongst others: insufficient bulk infrastructure (water/sanitation/electricity) funding; socio/political issues; dense informal settlements that require relocation and people are reluctant to move to other areas that are far from their place of employment. In addition, the shortage of suitable land due to apartheid planning legacy; land invasion/illegal occupation of land in undevelopable areas; and 'Shack-lordism' continue to be deterrents of the effective management of informal settlements.

In consultation with various key stakeholders, the Department has revisited its strategy to address informal settlements so as to achieve a planned informal settlements approach that entails the development of legal instruments to regularise informal settlements (for example; the use of special zones in the municipal land use management schemes) and recognition of rights of residence. The approach will entail an element of agreement on minimum health and safety standards and progressively upgrade these standards as regularised informal settlements are brought into the mainstream urban fabric.

Programmes that complement the incremental formalization of informal settlements includes: the provision of well-located rental accommodation, mobilization of well-located public land for low income and affordable housing, as well as the utilization of the FLISP to address affordability challenges in the middle- income market. The planning and implementation of catalytic projects also plays an integral role in addressing informal settlements within the Province.

The continuation and fast tracking all contractually committed projects within these Programmes as well as increasing the provision of serviced sites to accommodate more families due to budget constraints will be undertaken.

4.2.2 Security of Tenure

Title Deeds Restoration Projects (TRP) is a programme established for eradicating title deeds backlogs on government subsidised housing. This programme focuses on all housing projects that were either constructed prior 1994 going up to those housing projects completed on or before the 31 March 2014. The programme is in line with the Freedom Charter clause, which promotes the provision of houses, security and comfort. The fast tracking of the issuing of title deeds is intended not only to facilitate entry into the economy by homeowners but also to provide dignity of full ownership. The reduction of the title deeds backlog will have a marked impact on the lives of beneficiaries who will then realise the economic value of their asset as well being able to secure financial loans to improve their house.

The title deeds backlog countrywide stands at 800,000 and in the Province is 150,648 (comprising 23,215 for the pre-1994 and 127,433 for the post-1994). For the period 2015/16 to 2019/20 a total of over 23 665 (inclusive of both pre and post 1994) title deeds have been issued. Challenges associated with beneficiary administration/formalization and regularization, township establishment and opening of township registers, land acquisition in R293 townships, settlement of outstanding debt on utilities of rates and services have all impacted on the slow progress made towards addressing the backlog. Strategies to mitigate this backlog inclusive of additional capacity and strengthened internal and external institutional arrangements have been undertaken.

The establishment of a dedicated Directorate supported by the Departmental district planners has been finalised and is currently managing the entire title deeds process. The streamlining of processes at a district level together with the implementation of strategies to address core challenges that impede achievement of the targets will be continued during the forthcoming year.

The annual targets for the 2020/21 were revised following catastrophic of pandemic which paralyzed a number of deliverables, as a result the TRP experienced budget cut of over R69 million, this therefore led to the re adjustment of budget and desired outputs.

The current budget allocation for the 2020/21 financial year was cut to **R36 704 000**, this meant that re prioritization of financial resources had to be undertaken without compromising service delivery. As a result, about 45% of the current budget allocation is for addressing planning issues; followed by 17% for Deeds searches and advertisements for missing beneficiaries and only 16% for transfers. This allocation of the budget has prioritized the long standing planning issues and unresolved beneficiary issues in order create a conducive environment for effective current and future conveyancing (transfer) activities.

4.2.3 Radical Economic Transformation

Public Procurement has been identified as a prime vehicle for driving the radical economic transformation agenda of the Government. In driving radical economic transformation, emphasis must be placed on utilizing the pre-qualification criteria, which allows for the advancement of selected categories of people in a manner that does not impede on the principles of fairness, equitability and competitiveness as enshrined in Section 217 of the Constitution.

The Province is characterized by high levels of youth unemployment, youth-headed families, lack of skills, poverty, and inequality. Reports indicate that four (4) of the eleven (11) districts within the Province have approximately over 50% of unemployed women and youth. High rates of unemployment create fertile ground for inter alia Four of districts within the Province have 50% of unemployed women and youth. Unemployment leads to amongst others, drug abuse, criminal activities, human trafficking, prostitution, begging, teenage pregnancies, high rate of HIV& AIDS, more particularly for in young people. In addition, women and youth in rural areas are confronted with challenges relating to fewer opportunities for education and training, smaller industrial base for employment and business opportunities and fragmented services to support economic empowerment of the designated groups.

The Department is therefore committed to supporting the key national priority of the empowerment of designated groups through programmes aimed at supporting businesses and creating a conducive environment for creation of economic employment opportunities for these groups. This commitment is by the establishment of a dedicated directorate to address the social and economic transformational agenda of the human settlements sector. In order to support businesses of these groups, the Department has devised a strategy to provide skills and capacitate businesses through varied programmes including Siyakha Incubation Programme and EPWP. The impact of COVID-19 pandemic has been chiefly felt by emerging businesses as the National Lockdown and new ways of conducting business imposed further costs on business operations. While this has been the case, there is a great need to strive and create a fair and equitable economy to address persistent inequalities, poverty and unemployment.

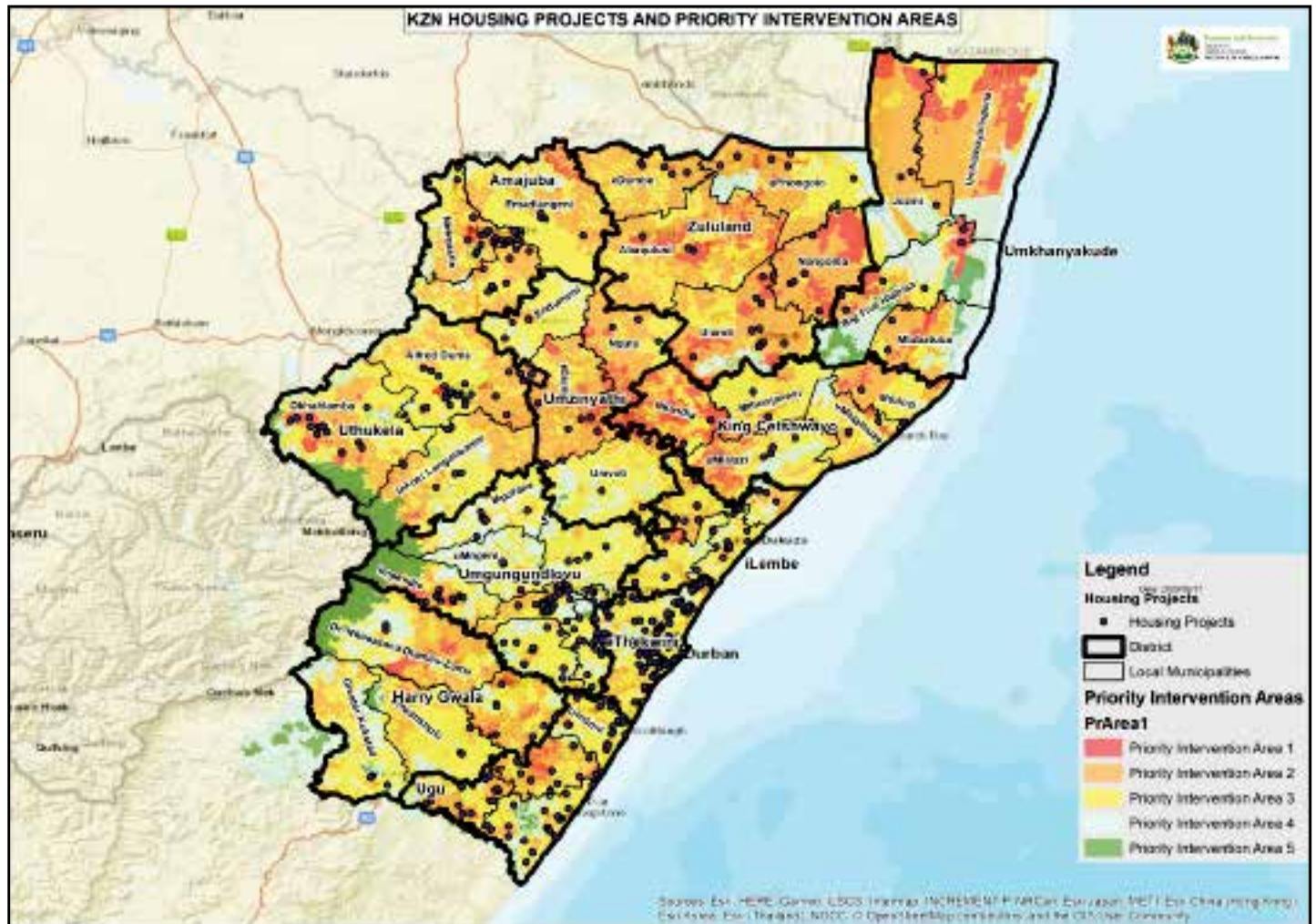
4.2.4 Integrated Planning

In line with Government Priority 5, the Province needs to ensure that human settlements are transformed to improve the quality of household life through spatial targeting and equity, economic competitiveness and environmental sustainability. The Department aims to achieve this through:

- The provision of liveable neighbourhoods;
- The promotion of access to adequate housing;
- A functional residential property market; and
- Facilitating the access to well-located land for human settlements developments.

The Department has aligned its project planning and implementation to the PSEDS by ensuring that human settlements developments are undertaken within the identified priority intervention areas as illustrated hereunder:

Map 1: Human Settlement Development projects aligned to the PSEDS



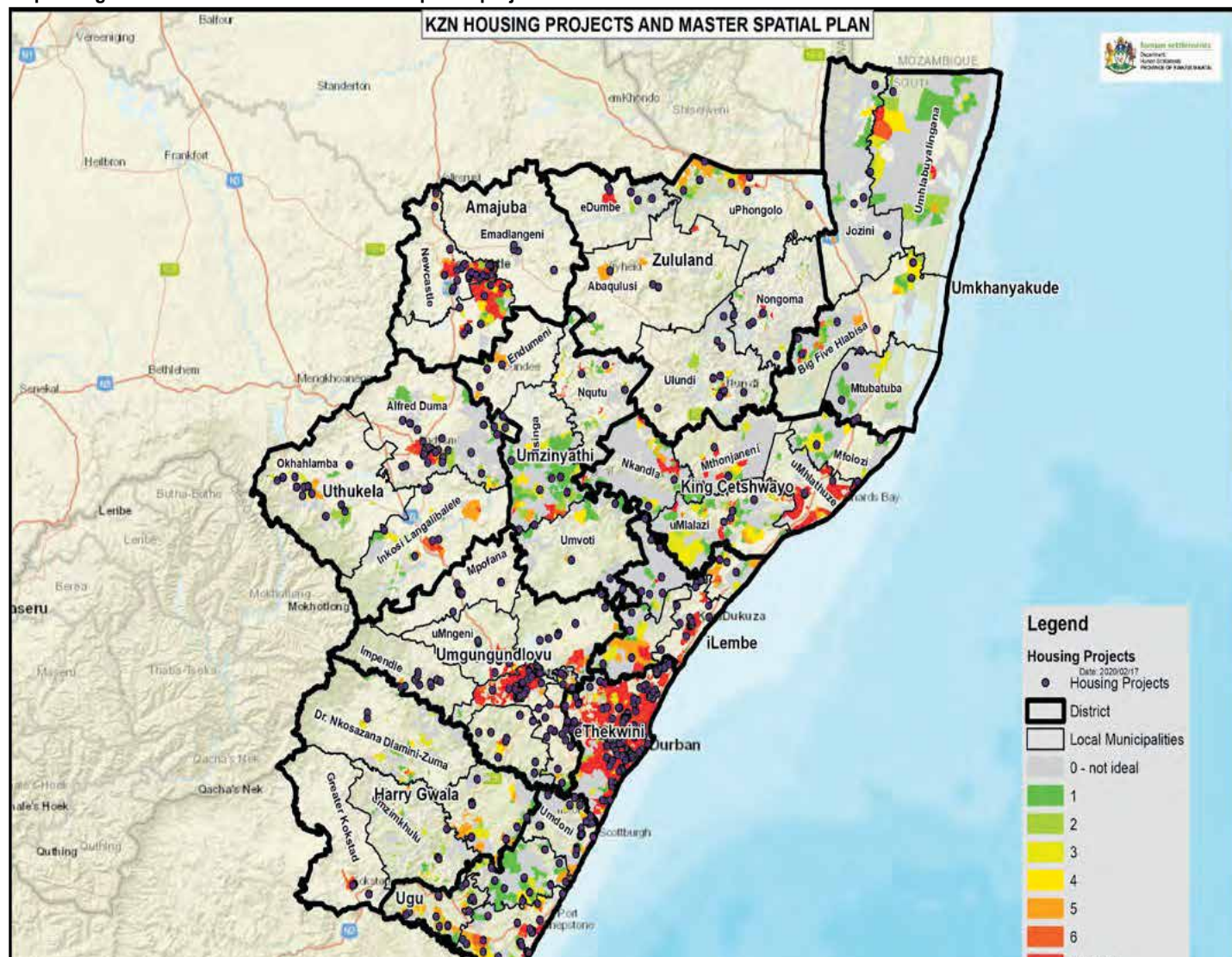
Source: KZN Human Settlements Master Spatial Plan and Departmental Data

One of the mechanisms to achieve the above, is through the implementation of the KZN HSMSP. The KZN HSMSP is aimed at streamlining the planning processes to enable the implementation of strategic spatial interventions that will contribute to sustainable human settlements. It takes into consideration the impact the spatial investment will have on the lives of communities. This Plan is aligned to the national investment framework as well as to provincial imperatives as articulated in the PGDP. It further looks at densification and restructuring in urban areas, highlighting the PGDP strategy for compact urban spatial transformation. The KZN HSMSP 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.

A key instrument of the KZN HSMSP is the creation of PDAs. PDAs are intended to advance human settlements spatial transformation and consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. As at June 2020, 22 PDA's that have been gazetted within the Province.

Reflected hereunder at the human settlements development projects that are aligned to the KZN MSP:

Map 2: Alignment of human settlements development projects to the KZN HSMSP



Source: Departmental Data

Catalytic Projects

In support of Priority 5, the Department is also contributing to poverty alleviation and economic growth stimulation through investment in catalytic projects. The catalytic projects are expected to contribute to the principles of the PGDP by providing housing opportunities to people at the low end of the housing market. The Department proposes to transform informal settlements via the ISUP; IRDP; Enhanced Peoples Housing Process Programme (EHP) and the middle-income market. In this way, people living in informal settlements have greater opportunity to access tenure of housing, economic and social opportunities. Through the investment in large- sized projects, municipalities will be able to implement projects to derive benefits from economies of scale. The Department has eight catalytic projects that are strategically located to maximise the investment potential of the Province with the eThekweni, Umhlathuze, Newcastle and iLembe areas. The total estimated yield of these projects is 114,460.

4.2.5 Strategic Partnerships

To meet its legislative and policy mandates the Department is continually fostering and strengthening relations with key stakeholders within the construction environment. These include amongst others, the ITB, municipalities, other government departments and organs of state, Community Based Organisations (CBO) and financial institutions.

In line with the PGDP's Strategic Objective 3.4: Sustainable Human Settlements, the Department has established a fully functional Action Work Group to address strategic interventions relating to integrated housing delivery within the Province. This Action Work Group comprises strategic partners that both influence and make a positive change on human settlements delivery in the Province and includes amongst others, the Housing Development Agency (HDA), COGTA, Accredited Municipalities, District Municipalities, ITB, Water Authorities and CBOs / Non-Governmental Organisations (NGOs) such as the Federation of Urban and Rural Poor, and ABM.

The Work Group ensures that there is an alignment of plans by various stakeholders thus ensuring that the objectives of PDGP's Strategic Objective 3.4: Sustainable Human Settlements are met, that resources are shared, bottlenecks in the implementation of projects are eliminated thus fast tracking delivery and meeting the intended targets.

4.2.6 COVID-19 Impact

In order to curb the effects of COVID-19 within the human settlements sector, the Department has identified key risk areas for focussed intervention. Initiatives to mitigate against the COVID-19 pandemic will therefore be intensified within the eThekweni metropolitan area, together with the province's major secondary cities such as uMsunduzi/Pietermaritzburg, uMhlatuze, Alfred Duma, Newcastle, Ray Nkonyeni and KwaDukuza. In addition, places with the highest human settlements needs will be prioritised. This is inclusive of:

- Overcrowded settlements;
- Informal settlements with minimal access to services;
- Temporary residential accommodation;
- Old" townships, that has been formed during the apartheid era, such as uMlazi, oSizweni, Gamalakhe, Esikhaleni, Ulundi, Wembezi, Ezakheni, Emadadeni, etc.
- Illegally occupied buildings and inner-city dilapidation areas;
- Formal areas impacted by urban decay; and
- Areas with limited or no access to clean water.

Some of the proposed interventions include:

- Community Development Facilitation for the Community-wide sanitisation programme; and community mobilisation and education campaigns
- Ensure that there is sufficient water in all areas, including the revising of the standards to 50m radius water points (e.g. water tanks)
- Rapid Informal Settlement Upgrading to include the establishment of temporary residential accommodation to de-cant dense communities; and
- Planned Informal Settlements.

4.3 INTERNAL ENVIRONMENT ANALYSIS

In order for the Department to adapt and mitigate against the impact of the COVID-19 pandemic on the organizational environment, the departmental Business Continuity Processes were activated to ensure continued organizational efficiency as well as the health and wellness of the employees. In compliance with the Department of Public Service Administration (DPSA) directives as well as the provisions of the Disaster Management Act, 2002 and the Occupational Health and Safety Act 85 of 1993, the Department undertook to ensure that key risks areas were identified and that the re-engineering of business processes were adapted to the new normal. A comprehensive back to work readiness strategy has been developed that contains basic measures that the Department will undertake to mitigate against the transmission of COVID-19 in the workplace. The strategy is based on infection transmission prevention and specific occupational hygiene practices that focus on the implementation of measures to mitigate or eliminate the transmission of the virus in the workplace.

In addition to a plan for phased-in return plan for the employees, the Department has also undertaken to review the relevant policies, finalized its risk assessment processes and has implemented stringent safety measures within the workplace inclusive of intensive induction workshops for staff and provision of personal protective equipment. The communication strategy of the department has been strengthened and intensified. ICT has been identified as a critical enabling tool to address the changed working environment including working from home where appropriate. Improved intergovernmental relations and client focus whilst collaborating with social partners is also a critical success factor to the strategy.

4.3.1 Human Capital Management

The Department is reviewing its organisational structure in line with the District Service Delivery Model as endorsed by the Presidential Co-ordinated Council and the KZN Provincial Executive Committee. This realignment will be responsive to the promotion of the principles of the NDP and other priority areas to support the achievement of integrated planning for human settlements and government priorities. In order to strengthen capacity, there will be a dedicated business unit for the management of informal settlements. Dedicated units have been established for the Title Deeds Restoration Programme and Radical Economic Transformation. Strong emphasis will also be given to community participation to address social challenges faced with communities and service delivery protests.

The Provincial cost containment measures for the recruitment processes have impacted on the timely provision of adequate human resources. The Department is also reprioritizing vacant posts to ensure that critical posts are filled. The implementation of a Human Resource Management Plan and the Service Delivery Improvement Plan will support the core functions of the Department in the achievement of the Department's mandate.

In terms of the establishment report dated 01 June 2020, the total number of staff is 688. Of this, 656 (inclusive of interns) is within the salary levels 2 to 12 and 32 posts are within the salary levels of 13 to 16. The vacancy rate is 7.5%.

In terms of the transformation profile of the Department:

- Females at senior management level are at 59%;
- Employees with disabilities are at 1,88%; and
- Black employees at senior level are at 70%.

The Department will continue to drive the implementation of Strategic Pillars of Employee Health and Wellness (HIV/AIDS & Tuberculosis Management; Health and Productivity; Safety, Healthy, Environment, Risk and Quality and Wellness Management) as well as promote sound employer–employee relationships that contribute to satisfactory productivity, motivation and morale. Relations with organised labour will be strengthened to promote labour peace, morale, and productivity within the Department. The principles of Consequence Management will also be applied to enforce and ensure accountability.

Due to COVID-19 online learning has been adopted in order to mitigate the risk of spreading the virus. Officials are regularly encouraged to enroll for online programmes in line with their Personal Development Plans. Priority categories in this regard are employees who are at Senior Management Services (SMS), Middle Management (MMS), Junior Management and employees at supervisory levels. The online training is being done in partnership with the Office of the Premier and the National School of Government.

4.3.2 Governance Issues

4.3.2.1 Risk Assessment and Mitigating Strategy

In line with Priority 1 (i.e. A Capable, Ethical and Developmental State) and the KZN provincial priority relating to the building of a caring and incorruptible government, this Department will continue to place great emphasis on the promotion of good governance, accountability and best practices within the service delivery environment. Of critical importance to this are risk management functions which are inclusively enshrined towards ensuring Good Governance in all facets within the service delivery model. In attaining these areas of good governance, a greater demand is placed with the development of a fair and transparent process of managing inherent impediments of achieving success in this changing environment. The development of a risk model to meet these demands are illustrated in the Risk Framework, as aligned in with supporting regularity prescripts, namely:- a Risk Strategy, Risk Policy with sound determination of a risk appetite based on the tolerance level that will be acceptable to the Department in managing its Risk Register. Emphasis on managing risk related to Ethics, inclusive of Fraud Risks has become a fundamental driver of service delivery to attain and promote professional ethos, inclusive of strengthening capacity to meet to obligations of the district delivery model.

A Fraud Prevention Plan, including a sound and working Whistle Blowing Policy, drives the promotion of good governance, in support of the code of conduct. The management and monitoring of Financial Disclosures, including Gifts and Donations is crucial in achieving sound governance practices.

In managing the COVID-19 pandemic, the Department has developed a comprehensive COVID-19 risk register, inclusive of compliance requirements as regulated by National Government via legislative, policies, regulations and directives. The risk register remaining a living document and is monitored daily on changed circumstances and reporting is done on a monthly basis to reporting bodies. The embodiment of the comprehensive risk register places critical follow through on life and limb, through the Occupational Health and Safety Act and Business Continuity Strategy, which is managed by the Departmental Crisis Committee.

4.3.2.2 Report of the Auditor-General for the 2018/19 Financial Year

The Department received an unqualified audit opinion for the 2018/19 financial year. The Department has initiated Audit Strategy Meetings to strategize on further controls, measures and systems to be implemented to mitigate the risks of recurring audit findings. This will culminate in an Audit Improvement Strategy (AIS) to be presented at the quarterly Cluster Audit Risk Committee meetings. This AIS places emphasis on further procedures and controls to be implemented with timelines to monitor progress on these audit findings.

The Department has strengthened controls in respect of the weaknesses identified during the audit cycle in terms of the following areas:

- Supply chain management (SCM) relating to procurement and asset management;
- SCM relating to irregular expenditure;
- Subsidy Administration;
- Budget relating to unauthorized expenditure;
- Contracts Management; and
- Human Resource Management.

The Department will also continuously ensure that expenditure incurred is accounted for under the main division and applications of virements in line with the Public Finance Management Act as well as Treasury Regulations to minimize the risk of Unauthorized Expenditure.

Monthly Budget Advisory Committee meetings are held to ensure that each Programme is utilizing their monthly allocations and these meetings are a monitoring tool to avoid possible over and under expenditure within the main divisions. Checklists and Standard Operating Procedures have been implemented to timeously detect Irregular, fruitless, and wasteful expenditure and to mitigate the risk of recurrence.

Investigations are being fast-tracked to determine liability of any official and the appropriate action will be taken against officials for any transgressions. Consequence management has become mandatory for all transgressions within the Department and will be enforced going forward to ensure good governance and to comply with all Batho Pele principles.

4.4 OUTLOOK FOR THE 2020/21 FINANCIAL YEAR

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

- Increased focus on urban development, with emphasis on informal to address the high demand due to rapid urbanisation, land invasion/occupation;
- Radical economic transformation programmes;
- Fast track the implementation of the TRP;
- Address housing needs for the vulnerable groups (OSS and emergency housing);
- Improved IGR and strengthened collaboration with stakeholders;
- Improved and integrated planning through the conceptualisation of a holistic long term integrated plan;
- Facilitate youth development and women empowerment initiatives inclusive of implementing the summit resolutions of Women and Youth as well as people with disabilities;
- Implementation of the Military Veterans Programme;
- Increased focus on the implementation of FLISP;
- Promoting occupational health and safety measures within the work environment with specific emphasis on COVID-19 mitigation measures;
- Provision of permanent housing solutions for households affected by disasters;
- Focussed attention on the effective implementation of EPWP;
- Strengthened and focused attention on improving organisational service delivery culture and ethics; and
- Undertake Human Settlement Consumer Education programmes.

4.5 OVERVIEW OF THE 2020/21 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES

4.5.1 Expenditure Estimates

Table 2: Expenditure Estimates per Programme

Programme	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Administration ²	205,279	217,793	227,913	239,986	239,986	239,986	245,356	268,109	279,999
Housing Needs, Research and Planning	15,928	16,511	17,328	18,975	18,975	18,975	19,334	20,971	22,048
Housing Development ³	3,113,612	3,652,475	3,305,378	3,575,213	3,804,903	3,804,903	3,058,187	3,184,073	3,315,166
Housing Assets Management, Property Management	194,184	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917
Total	3,529,003	4,066,734	3,734,629	4,006,642	4,249,332	4,249,332	3,490,754	3,629,485	3,775,130

4.5.2 Summary of Provincial Expenditure by Economic Classification

Table 3: Summary of Provincial Expenditure by Economic Classification

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Current payments	457,004	484,804	514,818	558,785	560,121	540,833	562,639	554,553	571,918
Compensation of employees	280,036	298,724	320,699	369,098	347,621	347,243	385,520	399,327	414,197
Goods and services	176,569	186,065	193,886	189,687	212,500	193,590	177,119	155,226	157,721
Administrative fees	582	533	933	1,082	1,333	1,469	966	1,138	1,171
Advertising	768	895	645	595	5,202	5,255	629	350	350
Minor assets	2,304	993	842	422	453	460	568	798	838
Audit costs: External	5,815	6,927	6,500	6,588	4,891	4,891	4,925	7,115	7,471
Bursaries: Employees	164	225	201	220	220	220	156	232	243
Catering: Departmental activities	6,101	4,553	3,954	2,046	5,032	5,035	2,480	2,353	2,458
Communication	7,308	4,211	4,786	4,544	4,774	4,774	3,681	5,801	5,298
Computer Services	10,701	11,806	13,443	14,212	115,526	15,526	14,651	15,732	16,220
Consulting and Professional services: Business and Advisory services	30,268	13,095	9,882	14,721	8,780	7,632	14,332	9,529	9,542
Infrastructure and planning	4,595	44,749	50,979	48,655	54,132	36,407		30,120	30,120
Laboratory services	–	–	–	–	–	–	44,830	–	–
Scientific and technological services	–	–	–	–	–	–	–	–	–
Legal services	2,532	3,276	3,423	6,744	5,282	5,601	–	3,244	3,388
Contractors	8,697	8 024	6,376	9,700	12,002	8,871	9,294	103	112
Agency and support / outsourced services	125	–	–	–	–	–	7,779	–	–
Entertainment	–	–	–	–	–	–	–	–	–
Fleet services	4,701	5,630	6,607	4,997	6,420	6,420	–	6,352	6,872
Housing	–	–	–	–	–	–	4,120	–	–
Inventory: Clothing material and accessories	543	–	–	–	–	–	–	–	–
Inventory: Farming supplies	–	–	–	–	–	–	–	–	–

² Administration budget is the operational costs for Programme 1

³ Housing Development budget includes project planning costs which is undertaken by Programme 2

REVISED ANNUAL PERFORMANCE PLAN 2020/21 – 2022/23

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Inventory: Food and food supplies	25	–	–	–	–	–	–	–	–
Inventory: Fuel, oil and gas	–	–	–	–	–	–	–	–	–
Inventory: Learner and teacher support material	58	–	–	–	–	–	–	–	–
Inventory: Material and supplies	890	–	–	–	–	–	–	–	–
Inventory: Medical supplies	3	–	–	–	–	–	–	–	–
Inventory: Medicine	–	–	–	–	–	–	–	–	–
MEDSAS inventory interface	–	–	–	–	–	–	–	–	–
Inventory: Other supplies	–	–	–	–	–	–	–	–	–
Consumable supplies	531	2,237	2,310	1,768	1,834	2,401	3,070	732	752
Consumable: Stationery, printing and office supplies	1,346	1,006	1,474	1,468	1,364	1,364	1,000	1,663	1,755
Operating leases	30,966	28,609	27,193	23,238	28,096	28,096	24,947	25,883	25,756
Property payments	32,514	30,384	30,830	26,049	26,213	25,237	22,912	25,446	25,435
Transport provided: Departmental activity	1,207	563	653	370	1,042	1,042	370	370	370
Travel and subsistence	12,903	13,146	15,259	11,299	15,375	15,323	9,434	12,691	13,072
Training and development	4,621	1,358	3,562	7,435	7,011	7,011	3,981	2,484	2,715
Operating payments	1,359	1,014	954	1,408	4,207	3,651	869	1,334	1,307
Venues and facilities	667	389	–	–	–	–	–	–	–
Rental and Hiring	4,275	2,442	3,080	2,126	3,311	6,764	2,126	2,476	2,476
Interest and rent on land	399	15	233	–	–	–	–	–	–
Transfers and subsidies to	3,065,932	3,548,460	3,201,974	3,433,882	3,675,255	3,694,543	2,915,075	3,069,371	3,097,407
Provinces and municipalities	124,345	257,039	193,813	58,340	109,069	109,261	35,989	64,477	64,486
Departmental agencies and accounts	194,114	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917
Public Corporations and Private Enterprises	100,000	–	–	–	–	–	–	–	–
Non-Profit institutions	–	–	–	–	50	50	–	–	–
Households	2,647,473	3,111,466	2,823,431	3,203,074	3,388,668	3,407,764	2,711,209	2,848,562	2,975,004
Payments for capital assets	5,596	33,120	17,837	13,975	13,956	13,956	13,040	5,561	5,805
Buildings and other fixed structures	1,712	29,913	15,432	9,000	9,175	9,175	7,716	–	–
Machinery and equipment	3,814	3,207	2,405	4,975	4,781	4,781	5,324	5,561	5,805
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payment for financial assets	471	350	–	–	–	–	–	–	–
Total	3,529,003	4,066,734	3,734,629	4,006,642	4,249,332	4,249,332	3,490,754	3,629,485	3,775,130

Source: Basic Accounting System (BAS)

Expenditure Trends

The increase in 2017/18 relates to the reallocation of funds received from NURCHA, as well as a second Adjustments Estimate in respect of an additional amount of R200 million received from NDHS in terms of Section 20 of the DORA, hence the decrease in 2018/19. The allocation in 2018/19 includes additional funding of R100 million relating to the flood disaster that occurred in the province on 10 October 2017. These disaster relief funds were allocated by National Treasury and were added to the HSDG allocation. The increase from the 2019/20 Main to the Adjusted Appropriation is due to the reallocation of funds relating to the funds collected from the sale of units at Ridgeview Gardens, additional funding in an amount of R151.243 million allocated by National Treasury relating to the Provincial Emergency Housing grant (PEHG). This relates to the storms between December 2018 and January 2019 that affected eight districts in the province with damage to 2,800 houses, as well as the roll-over of R50.450 million, as mentioned. During 2020/21, the COVID-19 pandemic resulted in the department having to reprioritise its budget in response to the pandemic, as well as the department's budget being reduced by R439.143 million. The allocation over the 2020/21 MTEF shows steady growth despite the severe cuts in 2021/22.

Current Payments

Compensation of Employees

Compensation of employees reflects a steady increase from 2016/17 to 2018/19. The increase over the 2020/21 MTEF is in respect of filling 54 critical vacant posts such as Chief Director: Human Capital, Deputy Director: Human Resource Development, Employee Wellness Practitioners, etc., as well as the carry-through costs of previous wage agreements. This category shows growth of 10% and therefore is adequate to cater for filling of these posts.

Goods and Services

Goods and services reflects a steady increase from 2016/17 to 2018/19 in line with inflationary increases and the fast-tracking of housing project launches. The allocation over the 2020/21 MTEF relates to the implementation of the anti-land invasion strategy which has necessitated the safeguarding of departmental owned properties against illegal occupation, operating leases, professional fees and all other operational costs of the department. The department allocates 1% of the HSDG to HDA for the management of catalytic projects and the reduction in the HSDG resulted in a reduction of this allocation to HDA.

Interest and rent on land

Interest and rent on land pertains to interest paid on overdue accounts. The 2016/17, 2017/18 and 2018/19 amount is in respect of interest paid on overdue accounts for payment made to the Government Employees Pension Fund (GEPF) for employees who took early retirement in previous financial years.

Transfers and Subsidies to: Provinces and Municipalities

The fluctuating trend against Provinces and municipalities from 2016/17 to 2018/19 is in respect of the transfer to the eThekweni Metropolitan Municipality for the CRU programme. 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 entered into by the department with the eThekweni Metropolitan Municipality to transfer funds for the CRU me. The decrease in 2019/20 is due to a reduction in the transfer in respect of the eThekweni Hostel Upgrading programme, as the eThekweni Metropolitan Municipality has not fully utilised the funding, which was transferred in 2018/19. The allocation over the 2020/21 relates to the operational costs of accredited municipalities, the Title Deed Restoration Grant (TDRG) and the CRU programme. The reduction in 2021/22 is due to TDRG being absorbed back into the HSDG from 2021/22.

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 Auditor -General (AG) finding relating to the KwaZulu-Natal Housing Fund in the 2013/14 audit. In line with this AG 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 2016/17 to 2018/19 relates to the transfers made in 2016/17 to the eThekweni Metropolitan Municipality in respect of the rectification programme for the pre-1994 housing stock of ex-Own Affairs and ex-R293 areas. The increase from the 2019/20 Main Appropriation to the Adjusted Appropriation is in respect of the TDRG to cater for planning activities such as town planning, opening of township registers, land surveying, structural assessments and conveyancing in the eThekweni Metropolitan Municipality. Over the 2020/21 MTEF, the category shows steady growth.

Transfers and Subsidies to: Public corporations and private enterprises

In 2016/17 financial year, the Department transferred funding to Ithala Development Finance Corporation Ltd., which is the Account Administrator for the construction of houses for military veterans through the EPHP programme. The Military Veterans' Housing Company undertakes the construction of houses for the Military Veterans.

Transfers and Subsidies to: Households

Transfers and subsidies to: Households shows a fluctuating trend from 2016/17 to 2018/19. This is due to fluctuations in the HSDG as the bulk of the housing programmes are budgeted for within this category. The decrease from 2017/18 to 2018/19 is as a result of the Department receiving additional once-off funding of R200 million from NDHS in 2017/18, as mentioned.

In addition, the Department received additional funding of R100 million in 2018/19 to cater for various housing projects, as well as reallocation of R130.973 million received from Ithala Development Finance Corporation Ltd. and National Housing Finance Corporation, as mentioned.

The HSDG increased from 2018/19 and over the 2020/21 MTEF relates to funds allocated to the Department for the flood disaster that occurred in the province on 10 October 2017. These funds are for reconstruction and repair of damaged houses, repair of damaged flats and repair of damaged hostels in areas such as the eThekweni Metropolitan Municipality, and the uMdoni, uMuziwabantu, uMzumbe and Ray Nkonyeni Local Municipalities. The decrease in 2021/22 takes into account the HSDG budget cuts.

Buildings and other fixed structures

Buildings and other fixed structures is mainly related to the Social and Economic Amenities Programme. The fluctuating trend from 2016/17 to 2018/19 relates to the Social and Economic Amenities Programme where the Department terminated contracts for uMkhanyakude, Amajuba and uMgungundlovu as a result of poor performance.

The allocation in the 2020/21, the department was anticipating to finalise the programme in 2017/18 and this was therefore not budgeted for. These funds are in respect of the scope of the programme which was extended in-year in order to complete the remaining work within various districts, including eThekweni Metropolitan Municipality, Cornubia Social Amenity, Sonkombo Social Amenity, etc., and to ensure that proper handover processes are undertaken. Other Social and Economic Amenities include Dududu Social Amenity in uMdoni Municipality and Siyathuthuka Social Amenity in Richmond Municipality.

Machinery and Equipment

Machinery and Equipment shows a fluctuating trend due to its cyclical nature. The increase from the 2016/17 to accruals is in respect of the purchase of additional desktops and laptops. The fluctuating trend from 2018/19 to the 2019/20 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. The allocation over the 2020/21 MTEF is for the purchase of vehicles and other equipment.

Payments for financial assets

The amount under Payments for financial assets relates to the write-off of staff debts in 2016/17 to 2017/18.



GREYTOWN SLUMS CLEARANCE PROJET IN UMVOTI LOCAL MUNICIPALITY

PART C: MEASURING PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

In light of the national state of disaster and nation-wide lockdown due to the COVID-19 pandemic, Departments were required to reassess their Annual Performance Plans and re-prioritise their service delivery initiatives. In accordance with the Department of Planning, Monitoring and Evaluation's Circular Number 2 of 2020, Departments were required to therefore re-table their 2020/21 Annual Performance Plans to incorporate COVID-19 interventions and to align to the special budget adjustment process.

Outputs, performance indicators and targets for the 1st quarter of the 2020/21 financial year (April 2020 to June 2020) is reflected in the 2020/21 Annual Performance Plan tabled in May 2020. The performance reporting thereof is reflected under the provincial quarterly performance report. This revised 2020/21 Annual Performance Plan addresses the remaining three quarters of the financial year (i.e. July 2020 to March 2021) and is based on the revised budget adjustments, incorporating COVID-19 interventions and re-prioritised service delivery needs.

4.6. PROGRAMME 1: ADMINISTRATION

4.6.1 Purpose/Structure

The purpose of the Administration Programme is to identify and eliminate bottle-necks, as well as continuously improve the flow of financial, administrative and management information.

This Programme also:

- Provides 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 and Organisational Development
- 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
- Communication Services
- Budget and Planning Services
- Service Delivery Innovation

4.6.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 4: Provincial Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium Term Target		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved good governance	Approved Human Resource plan implemented	Approved Human Resource plan implementation report submitted annually	New indicator	New indicator	New indicator	New indicator	1	1	1
	Updated Information and Communication Technology (ICT) Governance Framework	Approved ICT Governance Framework Reviewed annually	1	1	1	1	1	1	1
	Updated Fraud Prevention Plan	Approved Fraud Prevention Plan Reviewed annually	New indicator	New indicator	1	1	1	1	1
	Updated Enterprise Risk Management Strategy	Approved Enterprise Risk Management Strategy Reviewed annually	1	1	1	1	1	1	1
	Annual financial statements submitted for audit	Annual financial statements submitted	New indicator	New indicator	New indicator	New indicator	2	2	2
	Improved Performance Information management	Annual Performance Information management report submitted	New indicator	New indicator	New indicator	New indicator	1	1	1
	COVID-19 mitigation interventions implemented in the workplace	COVID-19 Back to Work Preparedness Plan progress reports submitted	New indicator	New indicator	New indicator	New indicator	3	4	4

4.6.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 5: Output Indicators: Quarterly and Annual Targets

Output Indicators	Reporting Period	Annual Targets 2020/21 (For the period 1 July 2020 to March 2021)	Quarterly Targets		
			Q2	Q3	Q4
Approved Human Resource plan implementation report submitted annually	Annual	1	1	-	-
Approved ICT Governance Framework Reviewed annually	Annual	1	-	-	1
Approved Fraud Prevention Plan Reviewed annually	Annual	1	-	-	1
Approved Enterprise Risk Management Strategy Reviewed annually	Annual	1	1	-	-
Annual financial statements submitted	Annual	2	2	-	-
Annual Performance Information management report submitted	Quarterly	0 ⁴	-	-	-
COVID-19 Back to Work Preparedness Plan progress reports submitted	Quarterly	3	1	1	1

4.6.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Of relevance to this Programme is Priority 1, namely: A Capable, Ethical and Developmental State. The review of the Enterprise Risk Management Strategy ensures that a comprehensive COVID-19 risk register is developed to complement the directives of the Occupational Health and Safety Act and Business Continuity Strategy in managing the effects of the COVID-19 pandemic in the workplace. The review and implementation of the Department's Fraud Prevention Strategy will demonstrate the Department's commitment to zero tolerance of fraud, corruption and maladministration of public funds. In order to ensure alignment between the Information Technology (IT) functions and deliverables with the Department's strategic plan, it was essential to develop the IT strategy. ICT forms an integral part of the Department in order to ensure the efficient and effective use of ICT resources as a key enabler of business service delivery. Governance structures, processes and procedures are in place to ensure accountability and responsibility with the use of ICT with the Department. The impact of COVID-19 has also resulted in the Department having to adapt to a changed working environment and ICT therefore plays a very pivotal role to support and provide the department with the required ICT resources. The provision of skilled human resources is monitored through the implementation of the approved human resource plan, which comprehensively addresses the human resource requirements of the Department to meet its mandates. Of critical importance to the Department is the monitoring of the implementation of the Back to Work Preparedness Plan. This Plan holistically addresses the roles and responsibilities and measures to be implement to curb the effects of COVID-19 in the workplace. This is inclusive of the COVID-19 Ready Workplace Plan, Occupational Health & Safety measures as well as effective communication and IMST Strategies. The checklist of the plan will serve as a monitoring tool to the COVID-19 Crisis Management Team to track and guide operations as well as progress on action plans pertaining to the departmental COVID-19 Back to Work Preparedness Plan.

The above deliverables are therefore intended to improve governance and efficiency of the department in order to achieve the intended impact of the Department.

4.6.5 PROGRAMME RESOURCE CONSIDERATIONS

Table 6: Expenditure Estimates for Administration

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000				2019/20 R'000	2020/21 R'000	2021/22 R'000
Corporate Services	205,279	217,793	227,193	239,986	248,686	248,686	245,356	268,109	279,999
Total	205,279	217,793	227,193	239,986	248,686	248,686	245,356	268,109	279,999

Source: BAS

The Corporate Services sub-programme programme caters for services such as providing strategic leadership, co-ordination and management of strategies, as well as the administration of the department. The increase over the MTEF is to cater for wage agreements and inflationary adjustments on items such as leasing of office accommodation, property payments, etc., as well as the filling of five critical vacant posts, as mentioned.

4 Target was set for the 1st quarter of the tabled 2020/21 Annual Performance Plan in May 2020

Table 7: Summary of Provincial Expenditure Estimates by Economic Classification

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Current payments	198,248	213,228	223,117	235,083	241,881	241,881	239,903	262,351	273,966
Compensation of employees	118,155	126,843	135,347	155,178	146,887	146,887	161,471	171,958	181,694
Goods and services	79,696	86,385	87,770	79,905	94,994	94,994	78,432	90,393	92,272
Administrative fees	292	290	257	315	394	394	238	354	372
Advertising	386	201	296	150	2,636	2,636	85	100	100
Minor assets	1,399	540	591	219	219	219	393	588	623
Audit costs: External	5,815	6,927	6,500	6,588	4,891	4,891	4,925	7,115	7,471
Bursaries: Employees	164	225	201	220	220	220	156	232	243
Catering: Departmental activities	108	134	102	159	159	159	114	168	175
Communication	4,563	3,683	3,081	3,861	3,861	3,861	3,044	4,388	4,604
Computer Services	10,518	11,488	13,156	14,017	15,526	15,526	14,404	15,420	15,879
Consulting and Professional services: Business and Advisory services	89	207	120	430	230	230	106	153	166
Infrastructure and planning	–	–	–	–	–	–	–	–	–
Laboratory services	–	–	–	–	–	–	–	–	–
Scientific and technological services	–	–	–	–	–	–	–	–	–
Legal services	1,339	2,752	3,060	2,800	1,582	1,582	2,900	3,000	3,144
Contractors	3	3,042	273	148	311	311	60	103	112
Agency and support / outsourced services	103	–	–	–	–	–	–	–	–
Entertainment	–	–	–	–	–	–	–	–	–
Fleet services	4,268	5,195	6,183	4,495	5,918	5,918	3,618	5,800	6,320
Housing	–	–	–	–	–	–	–	–	–
Inventory: Clothing material and accessories	1	–	–	–	–	–	–	–	–
Inventory: Farming supplies	–	–	–	–	–	–	–	–	–
Inventory: Food and food supplies	8	–	–	–	–	–	–	–	–
Inventory: Fuel, oil and gas	–	–	–	–	–	–	–	–	–
Inventory: Learner and teacher support material	40	–	–	–	–	–	–	–	–
Inventory: Material and supplies	520	–	–	–	–	–	–	–	–
Inventory: Medical supplies	3	–	–	–	–	–	–	–	–
Inventory: Medicine	–	–	–	–	–	–	–	–	–
MEDSAS inventory interface	–	–	–	–	–	–	–	–	–
Inventory: Other supplies	–	–	–	–	–	–	–	–	–
Consumable supplies	197	930	562	296	352	907	–	334	349
Consumable: Stationery, printing and office supplies	1,267	955	1,420	1,293	1,205	1,205	1,682	1,549	1,621
Operating leases	30,517	28,424	27,193	23,238	28,096	28,096	932	25,883	25,756
Property payments	12,999	16,415	18,509	15,006	19,388	19,388	24,947	18,127	18,116
Transport provided: Departmental activity	–	4	–	–	–	–	16,088	–	–
Travel and subsistence	3,483	3,377	3,947	4,311	4,803	4,803	–	4,564	4,670
Training and development	631	851	986	1,458	1,458	1,458	3,000	1,674	1,755
Operating payments	983	745	612	901	3,700	3,144	1,128	841	796
Venues and facilities	–	–	–	–	–	–	612	–	–
Rental and Hiring	–	–	1	–	–	–	–	–	–
Interest and rent on land	397	–	–	–	–	–	–	–	–
Transfers and subsidies to	3,037	1,643	1,797	556	2,458	2,458	–	648	679
Provinces and municipalities	132	104	149	130	130	130	600	188	197
Departmental agencies and accounts	–	–	–	–	–	–	160	–	–
Public Corporations and Private Enterprises	–	–	–	–	–	–	–	–	–

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Households	2,905	1,539	1,648	426	2,328	2,328	440	460	482
Payments for capital assets	3,523	2,598	2,279	4,347	4,347	4,347	4,853	5,110	5,354
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	3,523	2,598	2,279	4,347	4,347	4,347	4,853	5,110	5,354
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	471	324	-	-	-	-	-	-	-
Total	205,279	217,793	227,193	239,986	248,686	248,686	245,356	268,109	279,999

Source: BAS

Compensation of employees' shows an increase over the 2020/21 MTEF in respect of the carry-through costs of previous wage agreements as well as the above-budget wage agreement in 2020/21. The filling of five critical vacant posts is budgeted for in 2019/20 onward, such as Chief Director: Human Capital, two State Accountants, Employee Wellness Practitioners, etc.

The percentage growth from 2018/19 to 2019/20 is 10.3%, 6.9% in 2020/21 and 5% in 2021/22. This growth is sufficient in 2019/20 but, in 2020/21 and 2021/22, it is lower than National Treasury guidelines and the department will review in the next budget process.

The increasing trend against Goods and services from 2016/17 to 2018/19 relates to spending pressures relating to audit costs, operating leases as well as property payments which were under-budgeted. The department is also providing for the development of an electronic management system which will be used as a back-up of all manual records, such as contracts, project files, etc. 2020/21 MTEF is to cater for inflationary adjustments. This category provides mainly for the management of office accommodation, training and development, IT related functions, etc. for the entire department.

Interest and rent on land pertains to interest paid on overdue accounts for payments made to the GEFP for employees who took early retirement during the previous financial years.

With regard to Transfers and subsidies:

- Provinces and municipalities relates to motor vehicle licences for the department's entire fleet; and
- The fluctuating trend against Households over the seven years relates to staff exit costs. The allocation over the 2020/21 MTEF relates to bursaries issued by the department to 16 external candidates in qualifications such as Civil Engineering, Construction Management, Town and Regional Planning, Geographic and Environmental Studies, etc.

Machinery and equipment relates to the replacement of motor vehicles, as well as purchasing of new motor vehicles for districts, as the Department has decentralized its offices. The 2020/21 MTEF provides for purchasing of departmental motor vehicles, IT equipment, etc.

Payments for financial assets relate to the write-off of staff debts.

4.6.6 UPDATED KEY RISKS

Outcome	Key Risk	Risk Mitigation
Improved good governance	Lack of appropriate information technology systems to assist the department meeting its business objective.	Develop and implement the IT Strategy (GWEA) and ICT Governance Framework
	Lack of reliable and comprehensive data to inform strategic planning	Implement a business intelligence-reporting tool.
	Ineffective training and development initiatives impacts on staff development due to the changing environment	Effective training and development plan to be implemented with appropriate identification of skills gap and adequate funding to train, recruit and retain appropriately skilled staff.
	Non-compliance with Supply Chain Management prescripts in the procurement of goods and services.	Effective implementation of Supply Chain Management prescripts in the procurement of goods and services.
	Decrease in allocated budgets are hindering the department from meeting its objectives	Motivate for additional funding and ensure optimal usage of available funds
	Insufficient control over transfer payments of housing development projects	Monitoring and implementation of approved business plans
	Eradication of Informal Settlements	Amend the KZN Slums Act to be in line with the Constitution.
	Lack of effective assets register	Department to review assets register to attend to the clean-up and updating of the assets register
	Updated Human Resource Plan	Review of approved Human Resource Plan to address the changing organizational demands
	Organizational Structure not aligned to the district delivery model	Structure to be reviewed to align to the district delivery model
	Lack of a dedicated electronic performance information management tool	Develop a dedicated electronic performance information management tool
	Lack of provision for pandemic in Business Continuity Plan	Update Business Continuity Plan to include focus on managing pandemics.
	Lack of next of kin details in Business Continuity Plan	Update Business Continuity Plan to include next of kin details
	Lack of floor plans on Business Continuity Plan highlighting evacuation routes, maps and floor plans as part of Emergency response plan.	Update Business Continuity Plan to include evacuation routes, map and floor plans.
	Lack of provision for pandemic in Business Continuity Plan (COVID-19)	Update Business Continuity Plan to include focus on managing pandemics.
	Delivery disruptions by (criminal) syndicates	Increase Security Cluster initiatives Promote Community-based action and initiatives

4.7 PROGRAMME 2: HOUSING NEEDS, RESEARCH AND PLANNING

4.7.1 Purpose/Structure

The purpose of this programme is to develop tools to guide the Department's investment decisions and to provide policy and support to the housing delivery process.

In addition, the programme provides for the facilitation and integration of housing sector planning, education of stakeholders in housing sector planning, alignment of the housing budget with the current and future housing needs, and the capacitation of housing stakeholders for housing delivery through mentorship and training.

Programme 2 consists of four sub-programmes, in line with the uniform budget and programme structure of the Human Settlements sector:

- Administration;
- Policy;
- Planning; and
- Research.

The strategic thrust of this Programme is to ensure that human settlements 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 Breaking New Ground comprehensive plan for housing delivery.

The Department also ensures the realization of the “The Comprehensive Plan for the Development of Sustainable Integrated Human Settlements” by partnering with municipalities in the creation of new cities and the regeneration of old cities to create habitable and vibrant environments which are inclusive and seek to erode the apartheid spatial patterns.

This Programme has three sub-components, namely:

- Product Development;
- Integrated Planning; and
- Municipal Support and Consumer Education

4.7.2 Outcomes, Outputs, Performance Indicators And Targets

Table 8: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	Medium Term Target		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Spatial transformation through multi-programme integration	Individuals provided with consumer education	Number of individuals provided with consumer education	New indicator	New indicator	23,147	8,000	3,000	3,000	3,000
	Catalytic Projects planned in terms of planning milestones	Number of Catalytic projects in planning	New indicator	5	5	5	5	8	8
	Human settlement development projects planned in accordance with the KZN HSMSP's focus areas/ PDAs	Number of human settlements development projects planned in accordance with the KZN HSMSP's focus areas/ PHA's	New Indicator	New Indicator	New Indicator	New Indicator	21	13	21
	Hectares of land procured/ proclaimed	Number of Hectares of land procured/ proclaimed	89	1,180	0	152	150	0	0
	Farm dweller housing projects planned	Number of farm dweller housing projects in planning	New indicator	New indicator	New indicator	1	2	4	4
	Planning milestones achieved on a progressive basis for Phase 3 of the Informal settlements upgrade programme	Number of projects in planning to upgrade Informal settlements to Phase 3 of the Programme	New indicator	New indicator	New indicator	New indicator	16	17	12

4.7.3 Output Indicators: Annual And Quarterly Targets

Table 9: Output Indicators: Annual and Quarterly Targets

Output Indicators	Reporting Period	Annual Targets 2020/21	Annual Targets		
			Q2	Q3	Q4
Number of individuals provided with consumer education	Quarterly	3,000	600	1,200	1,200
Number of Catalytic projects in planning	Annual	5	-	-	5
Number of human settlements development projects planned in accordance with the KZN HSMSP's focus areas / PDA's	Annual	21	-	-	21
Number of Hectares of land procured/proclaimed	Quarterly	150	-	-	150
Number of farm dweller housing projects in planning	Annual	2	-	-	2
Number of projects in planning to upgrade Informal settlements to Phase 3 of the Programme	Annual	16	-	-	16

4.7.4 Explanation Of Planned Performance Over The Medium Term Period

This Programme plays a fundamental role towards the achievement of National priority 5, i.e. Spatial integration, human settlements and local government as well as with the Provincial Priority relating to Human Settlement and sustainable livelihood.

The provision of human settlements consumer education to individuals has been severely impacted by the COVID-19 pandemic. This is essentially due to the risks associated with a large gathering of people and the limitations imposed. The target has therefore been substantially reduced in order to comply with the social distancing measures and the maximum number permitted for meetings/gatherings. As part of the COVID-19 interventions, human settlements consumer education will now also include a module on creating awareness to individuals on precautionary issues such as sanitisation, social distancing, etc. In addition, funds previously allocated for the hosting of the meetings will be directed towards the provision of personal protection equipment (e.g. facemask and sanitizer) to the attendees. It is intended that this be undertaken in partnership with the Department of Health. Priority to the rural areas will also be given where access to information is limited.

A key enabler to this Programme is the policy development and approval to support sustainable and integrated planning. Policy initiatives such as Affordable Housing and the Review of the Additional Rural Guidelines will be addressed during the 2020/21 financial year. Research initiatives will include the impact of COVID-19 on human settlements as well as Sustainable Livelihoods and SMART Projects.

In order to improve planning of integrated and sustainable human settlements, the Department will undertake planning of human settlements development project in accordance with KZN MSP's focus areas and within the six PDA's as gazetted. The Department has further identified and initiated steps to undertake catalytic interventions in order to address human settlements transformation.

The provision of human settlements developments for farm dwellers will also be undertaken during the MTEF period in order to provide adequate houses for farm workers and occupiers working and residing on farms.

Outputs to this Programme support the principles of holistic human settlements development planning to integrate communities and promote spatial transformation and sustainable livelihoods.

4.7.5 PROGRAMME RESOURCE CONSIDERATIONS

Table 10: Expenditure Estimates for Housing Needs, Research and Planning

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000				2019/20 R'000	2020/21 R'000	2021/22
Administration	400	336	377	451	451	451	458	526	552
Policy	4,087	3,921	4,048	5,464	4,352	4,352	5,771	6,177	6,494
Planning	3,598	3,740	4,179	4,356	3,759	3,759	4,615	4,600	4,836
Research	7,843	8,514	8,724	8,704	9,713	9,713	8,490	9,671	10,167
Total	15,928	16,511	17,328	18,975	18,275	18,275	19,334	20,971	22,048

Source: BAS

The budget for the sub-programme: Administration over the 2020/21 MTEF provides for administration of services, managing personnel, financial administration and the co-ordination and monitoring of housing needs, research and planning and shows a fluctuating trend.

The sub-programme: Policy provides for creating platforms for various stakeholders for discussing, debating, drafting and informing human settlements policies, programmes, innovation and technology, and mainly consists of Compensation of employees and operational costs of the staff within the component.

The sub-programme: Planning provides for the facilitation and integration of housing sector planning in all sectors such as local and district municipalities, as well as other departments such as COGTA, DOT, DOE, to name a few, in order to align the department's budget with current and future housing needs. The sub-programme further provides technical and professional support to municipalities in the review of their housing sector plans, Integrated Development Plans and spatial development plans, to ensure alignment to the NDP and PGDS. Furthermore, the sub-programme is responsible for maintaining a project pipeline of potential projects identified through an engagement process with municipalities, and for conducting feasibility studies to determine suitability. At project level, the sub-programme identifies and manages the planning activities and studies of all human settlements projects such as environmental, geotechnical, bulk infrastructure, social aspects, land legal and town planning.

The sub-programme: Research provides for the identification of any skills gaps in the major stakeholders that are an integral part of the housing delivery chain, including municipalities, traditional leaders and institutions, emerging contractors, youth and women. The sub-programme includes planned capacity building initiatives to ensure broader participation of key stakeholders in the delivery of sustainable human settlements. The budget grows steadily over the 2020/21 MTEF to cater for the carry-through costs of previous wage agreements, as well as the implementation of capacity building programmes. This is inclusive of the training of traditional leaders and housing consumers, as well as beneficiary training for communities (i.e. training communities on their rights in housing, such as what type of housing they qualify for).

Table 11: Summary of Provincial Expenditure Estimates by Economic Classification

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Current payments	15,875	16,476	16,837	18,965	18,259	18,238	19,314	20,971	22,048
Compensation of employees	12,991	13,581	13,901	16,748	14,903	14,896	17,626	18,273	18,962
Goods and services	2,884	2,895	2,703	2,217	3,356	3,342	1,688	2,698	3,086
Administrative fees	36	36	53	45	117	137	35	61	69
Advertising	–	20	17	5	20	35	4	10	10
Minor assets	67	12	14	10	41	41	4	11	11
Audit costs: External	–	–	–	–	–	–	–	–	–
Bursaries: Employees	–	–	–	–	–	–	–	–	–
Catering: Departmental activities	1,456	2,044	1,505	771	2,002	2,005	609	974	1,071
Communication	243	–	–	–	–	–	–	–	–
Computer Services	21	60	32	26	–	–	85	115	135
Consulting and Professional services: Business and Advisory services	–	–	79	–	–	–	–	–	–
Infrastructure and planning	–	–	–	–	–	–	–	–	–
Laboratory services	–	–	–	–	–	–	–	–	–
Scientific and technological services	–	–	–	–	–	–	–	–	–
Legal services	–	–	–	–	–	–	–	–	–
Contractors	–	–	–	–	–	–	–	–	–
Agency and support / outsourced services	–	–	–	–	–	–	–	–	–
Entertainment	–	–	–	–	–	–	–	–	–
Fleet services	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Inventory: Clothing material and accessories	–	–	–	–	–	–	–	–	–
Inventory: Farming supplies	–	–	–	–	–	–	–	–	–
Inventory: Food and food supplies	2	–	–	–	–	–	–	–	–
Inventory: Fuel, oil and gas	–	–	–	–	–	–	–	–	–
Inventory: Learner and teacher support material	10	–	–	–	–	–	–	–	–
Inventory: Material and supplies	–	–	–	–	–	–	–	–	–
Inventory: Medical supplies	–	–	–	–	–	–	–	–	–
Inventory: Medicine	–	–	–	–	–	–	–	–	–
MEDSAS inventory interface	–	–	–	–	–	–	–	–	–
Inventory: Other supplies	–	–	–	–	–	–	–	–	–
Consumable supplies	1	5	55	11	11	11	8	12	16
Consumable: Stationery, printing and office supplies	64	17	45	27	21	21	32	61	78
Operating leases	–	–	–	–	–	–	–	–	–
Property payments	–	–	–	–	–	–	–	–	–
Transport provided: Departmental activity	–	–	99	–	–	–	–	–	–
Travel and subsistence	703	701	799	766	1,012	960	556	854	946
Training and development	280	–	–	538	114	114	355	600	750
Operating payments	1	–	5	18	18	18	–	–	–
Venues and facilities	–	–	–	–	–	–	–	–	–
Rental and Hiring	–	–	–	–	–	–	–	–	–
Interest and rent on land	–	–	223	–	–	–	–	–	–
Transfers and subsidies to	–	22	481	–	–	–	–	–	–
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Public Corporations and Private Enterprises	-	-	-	-	-	-	-	-	-
Households	-	22	481	-	-	21	-	-	-
Payments for capital assets	53	12	10	10	10	10	20	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	53	12	10	10	16	16	20	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	1	-	-	-	-	-	-	-
Total	15,928	16,511	17,328	18,975	18,275	18,275	19,334	20,971	20,048

Source: BAS

With regard to Compensation of employees, provision has been made over the MTEF for the carry-through costs of previous wage agreements and the filling of three posts.

With regard to Goods and services, shows an increasing trend over the 2020/21 MTEF due to provision made for capacity building programmes relating to housing consumer and Councillor training.

Transfers and subsidies to: Households relates to staff exit costs.

Machinery and equipment relates to the purchase of office furniture, and no allocation has been made in 2021/22 as this is not an annual requirement

4.7.6 Updated Key Risks

Outcome	Key Risk	Risk Mitigation	
Spatial transformation through multi-programme integration	Quality of information available with regard to Human Settlements planning	Initiate a Planning programme that will ensure that the information used in planning is sufficiently comprehensive, up to date and accurate in order to adequately plan for the short and long term housing programmes	
	Lack of integrated planning across spheres of government	Ensure co-operative governance and the co-ordination of the department's projects with other government spheres	
	Effects of global warming and climate change on the human settlements patterns.	The development of a policy guideline to address climate change	
	Inadequate communication between and within the different spheres of government	Establish formal consultative forums on public (stakeholders)	
	Information resources are limited and difficult to access data.	Co-ordinate efforts to gather useful information through planning.	
	Land invasions on identified state land designated for housing developments results in delays in service delivery	Anti-Land Invasion strategy to be developed and implemented.	
	Delays and high costs associated with housing developments adversely affect service delivery	Innovative technology initiatives to be investigated and implemented for quicker and more cost effective delivery	
	Decrease in allocated budgets to initiate, plan and package new projects.		To prioritize projects in terms of contractual commitments
			Request for additional ring fenced funding for planning initiatives.
	Delays with the eradication of informal settlements		Prioritization of planning and initiation of projects to address informal settlements are to be undertaken
			Focus on development of nodal areas to stimulate economic development and opportunities to curb effects of urbanization
	Shortage of skills and experience in the fields of housing development, in the municipal sphere		Provide technical support to municipalities in housing development
	Insufficient bulk infrastructure funding		Lobby with National Department of Human Settlements to amend funding model
	No database of Housing Needs Register at Municipalities		Develop a Housing Needs Database at all Municipalities in the Province.
Adjustments to Priorities within delivery programmes for the MTEF and beyond impacted by COVID-19 pandemic		Finalise housing allocation policy in line with Provincial allocation policy at all Municipalities in the Province	
		Prioritize investment of Human Settlements conditional grants in priority development areas to promote spatial integration, transformation and consolidation	

4.8. PROGRAMME 3: HOUSING DEVELOPMENT

4.8.1 Purpose/Structure

This programme is responsible for the implementation and monitoring of housing delivery within all districts including the eThekweni Metropolitan, through various subsidy mechanisms in terms of national and provincial policies.

Programme 3 is the core function of the Department and serves to promote effective and efficient human settlements delivery through various housing subsidy instruments. Its focus is to achieve targets, which contribute to the national priorities targets, as per the MTSF. This Programme also plays a fundamental role towards the realisation of the Department's mission and vision.

The housing programmes implemented by this Programme include: FLISP, EPHP, ISUP, IRDP, Emergency Housing and OSS, as well as Social/Rental Housing, CRU's, Rectification/Rehabilitation (Post-1994), Military Veterans, Social and Economic Amenities and Rural Housing Programmes. Programme 3 carries the core functions of the Department hence it utilises the bulk of the HSDG in achieving the set targets.

Programme 3 consists of five sub-programmes, in line with the uniform budget and programme structure of the Human Settlements sector:

- Administration;
- Financial Interventions;
- Incremental Interventions;
- Social and Rental Interventions; and
- Rural Interventions

Informal Settlements Upgrade Programme

The management of informal settlements in the Province remains a priority for the Province as it restores the dignity and improves the living conditions of households living in squalid conditions. Due to migration and urbanisation, informal settlements are most prevalent in the major cities and despite the Department's interventions, the reduction of informal settlements remains a moving target. The Province has however taken into consideration the need for a managed approach to address urbanisation challenges to resolve the unabated increase in informal settlements.

Finance Linked Individual Subsidy Programme

FLISP is also a key focus area for the achievement of urban development. In order to increase the supply of middle-income market housing to meet the high demand, the Department will be engaging with 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 middle-income market housing. The promotion of the urban development agenda therefore remains a primary area of intervention for the Department.

Social Housing Programme

Social housing is a rental housing programme for households earning between R1500 to R15000 adopted as a spatial and economic transformation tool to achieve provincial and national priorities. The department in collaboration with the SHRA has packaged 23 projects with a potential to yield 16399 units within approved restructuring zones across the Province. These projects are identified on municipal land within approved restructuring zones; municipalities have embarked on a process of making land available to accredited social housing institutions and other delivery agents as per their land disposal policies. This will enhance and upscale the delivery of Social Housing units within the Province. The recent approval of Social Housing Roll out Plan 2018 – 2023 will guide the delivery of social housing in the province for the next five years. The targeted number of social housing units to be completed has been revised from 8199 to 3000 units in order to align to the National target.

Community Residential Units Programme

This programme aims to create a sustainable, affordable and secure rental housing option for households earning between R800 and R3500 per month. Projects are both developed and managed on provincial or municipal owned land parcels in order to curb the costs in relation to the construction of CRUs. The implementation of projects is guided by Provincial CRU Norms and Standards to ensure that the Department develops viable and sustainable projects within reasonable costs.

The Department has a recently approved a 20-year strategy for the upgrading and refurbishment of hostels into CRUs, which will guide the upgrading of all hostels across the Province. The department acknowledges the challenge of poor maintenance and dilapidated building and therefore intends to improve the quality of life, human dignity and harmony of the people living in then hostels through rehabilitating and refurbishing the existing structures as funding and other resources become available this will also include the construction of new CRU units to address overcrowding.

For the 2020/2021 financial year major focus will be placed on the development of new CRU projects. Currently there are four projects under implementation within 4 municipalities, viz: Greater Kokstad Municipality, Ubuhlebezwe Municipality, Msunduzi Municipality and Newcastle Municipality. The department in collaboration with various municipalities in the province will also be focusing on the redevelopment and refurbishment of old hostels into CRUs. The department plans to complete a total of 3,299 CRUs in the next five years and a total of 400 units in the 2020/2021 financial year.

Security of Tenure

The reduction of the title deeds backlog will have a marked impact on the lives of beneficiaries who will then realise the economic value of their assets. In addressing the title deeds backlog, Built Environment Service providers including social facilitators, conveyancers, and land surveyors appointed to attend to the opening of township registers, pegging of sites, beneficiary administration and conveyancing matters. The continued implementation of strategies to reduce the title deeds backlog will therefore be prioritised over the forthcoming period. A steering committee has been formed in order to resolve the challenges in eThekweni Municipality.

Emanating from this intervention, a process plan has been adopted to unlock the challenges. Constant monitoring of progress is being undertaken to ensure that the identified milestones are achieved.

Emergency housing programme

Emergency housing programme is one of the instruments through which the Department is responding to emergency situations, which include declared and non-declared disaster incidents. To optimise options for immediate solutions the Department is currently utilising the material supply system as well as temporary shelters. A database of service providers has been established to expedite emergency housing needs. Where possible, beneficiaries are also included within existing housing project to expedite the housing need.

The Department will also continue to work with COGTA's Provincial Disaster Management Centre (PDMC) and the municipalities in assisting families affected by the disasters throughout the province. As the province is continuing to be affected by the disasters as a result of climate change, it is very important for the department to be pro-active in reducing the risk of having too many families affected when disasters occur. The department have commenced with awareness programme working with COGTA PDMC and municipalities of engaging the communities to work with government around Disaster Risk Management before, during and after disasters occur. This means that communities will be reminded about basic construction processes when building their houses, even if those houses are informal. This will result in strong housing units that will stand the test of time when disasters occur.

The other critical issue on raising this awareness will be focusing on working with municipalities in enforcing by-laws around the use of highly flammable building material, communities building along river banks and streams. The department will also utilize all local structures including Traditional Leadership, War Rooms, Project Steering Committees, Church Leaders and Youth Structures. The department will also look into strengthening awareness about Disaster Management by developing pamphlets that will be distributed to various communities in the province working with all stakeholders.

The Expanded Public Works Programme

EPWP is a strategic initiative of the National Government aimed at alleviating poverty, reducing unemployment and providing livelihoods for the most disadvantage and vulnerable sector of society particularly for targeted groups i.e. Women, Youth and People with Disabilities. The Programme is focused on the unemployed, under-skilled and under-qualified persons and aims to address unemployment and increase economic growth, to improve skills levels through education and training and to improve the environment for industry to flourish. The programme involves reorientation of line function budgets so that government expenditure results in more work opportunities.

The EPWP is now in its Fourth (4th) phase of implementation and aims to strengthen the development impacts and multipliers from public employment to achieve the vision articulated in the NDP. In this regard, the objective of EPWP Phase 4 is “To provide work opportunities and income support to poor unemployed people through the delivery of public and community assets and services, thereby contributing to development”.

4.8.2 Outcomes, Outputs, Performance Indicators And Targets

Table 12: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium Term Target		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Adequate housing and improved quality living environment	Social Housing Units completed	Number of Social Housing Units Completed	971	558	208	200	200 ⁴	731	1,172
	Community Residential Units completed	Number of Community Residential Units Completed	77	108	48	530	400	400	400
	FLISP subsidies disbursed	Number of Beneficiaries subsidized in terms of the FLISP programme	315	377	245	300	252	363	363
	Improved access for housing assistance to households earning up to R3500	Number of Housing units completed through housing programmes (excluding social/ rental/ CRU and FLISP) for households earning up to R3,500	New indicator	New indicator	New indicator	New indicator	10,036 ⁵	12,477	14,078
		Number of sites serviced through housing programmes to households earning up to R3,500	6,408	6,280	5,574	9,101	3,952	5,134	2,773
	Informal settlements upgraded to phase 3	Number of informal settlements upgraded to Phase 3	New indicator	New indicator	New indicator	New indicator	2	2	2
	Densely populated settlements sanitized in terms of the COVID-19 Sanitization and Disinfection Programme	Number of densely populated settlements sanitized	New indicator	New indicator	New indicator		105	-	-

⁴ SHRA has been nationally appointed to administer the disbursement of all funds relating to the Social Housing Programme. The Province will monitor the implementation of the Programme

⁵ Units are to be constructed with the R100 million already transferred to Ithala Development Financial Corporation Limited as the Accounts Administrator for disbursement to the military veteran's Implementing Agent. For the 2020/21 financial year, 30 units will be constructed by the military veteran's Implementing Agent

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Outcome	Outputs	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium Term Target		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Economically transformed human settlements sector	Companies of designated groups trained	Number of designated group companies trained	New indicator	New indicator	New indicator	New indicator	50	100	150
	Work opportunities created	Number of work opportunities created through related programmes	6,691	8,264	7,492	7,000	4,000 ⁶	5,500	6,500
	Full Time Equivalents created	Number of Full Time Equivalent (FTE's) created	2,461	-	-	2,850	730	1,304	1,522
	Provision of targeted person days of work	Number of targeted person's days of work	566,126	-	-	656,000	180,150	300,000	350,000
	Accredited training provided to EPWP beneficiaries	Number of EPWP beneficiaries provided with accredited training	New indicator	New indicator	New indicator	350	120	200	250
	Social Housing Institutions accredited	Number of Social Housing Institutions accredited	New Indicator	New Indicator	New Indicator	New Indicator	3	3	3
Improved Security of Tenure	Properties transferred	Number of post-1994 title deeds registered for the subsidy market (April 1994-March 2014)	3,122	7,630	4,081	33,521	6,710	14,000	20,000
	Properties transferred	Number of post-2014 title deeds registered for the subsidy market (April 2014 to March 2019)	New indicator	New indicator	New Indicator	11,759	2,557	1,250	1,705
	Properties transferred	Number of new title deeds registered for the subsidy market (from April 2019)	New indicator	New indicator	New indicator	New indicator	2,944	2,846	2,458

6 The reduction in the target is due to the EPWP Phase 4 requirements which includes amongst others, the revision of the reporting system.

4.8.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table: 13: Output Indicators: Quarterly and Annual Targets

Performance Indicators	Reporting Period	Annual Targets 2020/21	Quarterly Targets		
			Q2	Q3	Q4
Number of Social Housing Units Completed	Quarterly	200	0	0	200
Number of Community Residential Units Completed	Quarterly	400	0	0	400
Number of Beneficiaries subsidized in terms of the FLISP programme	Quarterly	252	84	84	84
Number of Housing units completed through housing programmes (excluding social/rental/CRU and FLISP) for households earning up to R3,500	Quarterly	10,036	2,406	3,970	3,660
Number of sites serviced through housing programmes to households earning up to R3,500	Quarterly	3,952	1,288	1,329	1,335
Number of informal settlements upgraded to Phase 3	Annual	2	0	0	2
Number of densely populated settlements sanitized	Quarterly	105	50	25	30
Number of designated group companies trained	Quarterly	50	0	0	50
Number of work opportunities created through related programmes	Quarterly	4,000	2,000	1,500	500
Number of Full Time Equivalent (FTE's) created	Quarterly	730	330	350	50
Number of targeted person's days of work	Quarterly	180,150	75,900	92,750	11,500
Number of EPWP beneficiaries provided with accredited training	Quarterly	120	0	60	60
Number of Social Housing Institutions accredited	Annual	3	0	0	3
Number of post-1994 title deeds registered for the subsidy market (April 1994-March 2014)	Quarterly	6,710	0	1,113	5,597
Number of post-2014 title deeds registered for the subsidy market (April 2014 to March 2019)	Quarterly	2,557	887	954	716
Number of new title deeds registered for the subsidy market (from April 2019)	Quarterly	2,944	758	1,286	900

4.8.4 Explanation Of Planned Performance Over The Medium Term Period

The core function of this Programme is to promote the achievement of National priority 5, i.e. Spatial integration, human settlements and local government. It is also linked to National Priority 2 relating to economic transformation and job creation. Effective implementation of the programme directly contributes to the achievement of the department's desired impact of Sustainable livelihoods through transformed human settlements.

Performance trends indicate that whilst the Department has made a significant contribution towards the provision of rural housing, the provision of urban development remains a key challenge facing the Department. Contributing factors to this include amongst others insufficient bulk infrastructure, rapid urbanization and migration patterns, decrease household sizes and the growing demand for affordable houses.

The COVID-19 pandemic has also impacted on the achievements of the first quarter of this financial year. The Province commenced its operations from the 1st June 2020 with minimal production on the ground. Operational issues such as the project start and end dates such as an extension of time with financial implications; Supply Chain disruptions; lead time to get materials as a result of lockdown regulations as well as the occupational health and safety risks has impacted on the implementation of the human settlements development projects. Poor availability of bulk infrastructure continues to be a challenge. However, the Department has implemented a recovery plan inclusive of re-prioritising of funds to maximise service delivery.

The need for strengthened co-coordinating structures via the Intergovernmental institutional structures, alignment of plans to KZN HSMSP as well as implementation of the DDM to assist in ensuring that commitments made by the various authorities are met, will improve the implementation of human settlements projects to achieve integration and sustainability

The implementation of projects to support urban human settlements programmes such as the ISUP, IRDP, social/rental housing as well as FLISP are therefore key interventions that would contribute to adequate housing and improved quality living environment.

In addition, the TRP remains a key priority programme for the Department to address security of tenure. The eradication of the title deed backlog implies that beneficiaries have an asset that is of economic value and therefore provides for financial standing and entry into the economy. The resulting effect of the provision of dignity of full ownership.

Programme 3 plays a significant role towards promoting the empowerment of designated groups. In this regard, the Department has rolled out the Siyakha Incubation Programme which will be implemented over a period of three (3) years. The main objective of this Programme is to ensure growth of emerging companies of the different categories of designated groups more particularly women, youth and people with disabilities. A panel of suitably qualified service providers with a CIDB grading of 1 to 4 GB and/or CE for the purposes of sub-contracting is being created as part of the implementation process.

The programme also provides for skills development, mentorship and coaching and is linked with the EPWP programme, which addresses the creation of employment and training to designated groups. One of the key elements of the EPWP is to create meaningful work opportunities to contribute towards sustainable livelihoods, as learners will receive accredited training that will enable them to gain access to the construction industry once the learners exit the programme. The programme aims at preparing youth of various Districts to become self-sustainable for their livelihoods. This will be achieved through imparting valuable life skills and technical skills through engagements on the actual implementation of projects and entrepreneurial skills. The programme will ultimately offer the youth with an opportunity to contribute to the economic development of the province. The training will also provide technical skills and further reduce the shortage of the scarce skill in the construction industry, as the trainees will contribute to the pool of the skilled labour.

In order to mitigate the effects of the COVID-19 outbreak in densely populated areas, the Department has implemented a Sanitization and Disinfection Programme which is intended to focus on the high risk areas, i.e. densely populated informal settlements, TRA's and public sector hostels within all 10 district municipalities and the eThekweni metropolitan area. The three focus areas of the Programme is:

- Cleaning programme for the common areas within the informal settlements;
- Supply of Personal Hygiene Products; and
- Accelerating the current projects on informal settlements upgrading (including the eradication of the TRA's or installations of TRAs, where necessary).

The programme will be implemented through the EPWP and in partnership all relevant stakeholders partake which will include the following:

- Local municipalities to ensure solid waste collection;
- Department of Social Development to provide Social Relief of Distress to qualifying families;
- District Municipalities as Water Services Authorities (standpipes, static water tanks, VIPs (sanitation) desludging, etc.); and
- Department of Health to conduct the screening and testing at the sites.

The department will also provide additional water and sanitation facilities and temporary housing facilities where required.

4.8.5 Programme Resource Considerations

Table 14: Expenditure Estimates for Housing Development

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000				2019/20 R'000	2020/21 R'000	2021/22 R'000
Administration	87,407	88,121	89,605	99,466	99,466	99,466	106,678	111,325	115,998
Financial Interventions	374,583	606,705	501,981	376,802	446,021	446,021	382,343	289,030	274,486
Incremental Interventions	1,259,157	1,352,987	1,161,959	1,852,285	1,724,978	1,724,978	1,481,777	1,649,711	1,733,881
Social and Rental Interventions	231,477	108,326	109,156	190,000	190,000	190,000	206,705	184,425	200,000
Rural Interventions	1,160,988	1,496,336	1,442,677	1,056,660	1,349,438	1,349,438	880,684	949,582	990,801
Total	3,113,612	3,652,475	3,305,378	3,575,213	3,804,903	3,804,903	3,058,187	3,184,073	3,315,166

Source: BAS

The sub-programme: Administration provides for administration of human settlements development projects, managing of personnel and financial administration. The sub-programme reflects a steady increase over the 2020/21 MTEF, due to provision made for wage adjustments and inflationary increases.

The Financial Interventions sub-programme provides for financial support to procure services relating to housing delivery. The subsidy instruments implemented include, among others, procurement of land for housing development, the operational costs for accredited municipalities, National Home Builders Registration Council (NHBRC) enrolment fees, operational capital budget, etc. The increase in 2019/20 to 2020/21 is due to the provision made for the procurement of land in uMgungundlovu for various housing projects.

The Incremental Interventions sub-programme contributes towards achievement of Outcome 8 targets and ensuring sustainable human settlements. The subsidy instruments implemented include ISU, IRDP, emergency housing assistance, etc. The increase from the 2019/20 relates to the disaster relief funding allocated to deal with repairs to houses damaged by the October 2017 storms in areas such as eThekweni Metropolitan Municipality, Mdoni Local Municipality, uMuziwabantu Local Municipality, Mzombe Local Municipality, as well as Ray Nkonyeni Local Municipality. The decrease in 2021/22 takes into account the HSDG budget cuts.

The sub-programme: Social and Rental Interventions provides for the CRU programme, which aims to create a sustainable, affordable and secure rental housing option for households. Over the 2020/21 MTEF, the programme provides for projects such as hostel upgrades, including Kokstad CRU, Rocky Park in iLembe, Jika Joe in Msunduzi, Newcastle N11 in Amajuba, etc.

The sub-programme: Rural Intervention provides for housing needs that are implemented utilising the rural housing subsidy. The increase from 2019/20 to the 2020/21 MTEF is due to the department aiming at finalising some of the rural projects which are currently on the ground in order to focus mainly on the Outcome 8 targets under the other programmes.

Table 15: Summary of provincial Expenditure estimates by Economic Classification

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000					2018/19 R'000	2019/20 R'000	2020/21 R'000
Current payments	242,881	255,100	274,864	304,737	299,981	280,714	303,422	271,231	275,904
Compensation of employees	148,890	158,300	171,451	197,172	185,831	185,460	206,423	209,096	213,541
Goods and services	93,989	96,785	103,413	107,565	114,150	95,254	96,999	62,135	62,363
Administrative fees	254	207	623	722	822	938	693	723	730
Advertising	382	674	332	440	2,546	2,584	540	240	240
Minor assets	838	441	237	193	193	200	171	199	204
Audit costs: External	–	–	–	–	–	–	–	–	–
Bursaries: Employees	–	–	–	–	–	–	–	–	–
Catering: Departmental activities	4,537	2,375	2,347	1,116	2,871	2,871	1,757	1,211	1,212

REVISED ANNUAL PERFORMANCE PLAN 2020/21 – 2022/23

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000		2020/21 R'000	2021/22 R'000	2022/23 R'000	
Communication	2,502	528	985	683	913	913	637	693	694
Computer Services	162	258	255	169	-	-	162	197	206
Consulting and Professional services: Business and Advisory services	30,179	12,888	9,683	14,291	8,550	7,402	14,226	9,376	9,376
Infrastructure and planning	4,595	44,749	50,979	48,655	54,132	36,407	44,830	30,120	30,120
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	1,193	524	363	3,944	3,700	4,019	6,394	244	244
Contractors	8,694	4,982	6,103	9,552	11,691	8,560	7,719	-	-
Agency and support / outsourced services	22	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services	433	435	424	502	502	502	502	552	552
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	542	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	15	-	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	8	-	-	-	-	-	-	-	-
Inventory: Material and supplies	370	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
MEDSAS inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	333	1,302	1,691	1,461	1,471	1,483	1,380	386	387
Consumable: Stationery, printing and office supplies	15	34	11	148	138	138	36	53	56
Operating leases	449	185	0	-	-	-	-	-	-
Property payments	19,515	13,969	12,321	11,043	6,825	5,849	6,824	7,319	7,319
Transport provided: Departmental activity	1,207	559	554	370	1,000	1,000	370	370	370
Travel and subsistence	8,717	9,068	10,513	6,222	9,560	9,560	5,878	7,273	7,456
Training and development	3,710	507	2,576	5,439	5,439	5,439	2,498	210	210
Operating payments	375	269	337	489	489	489	257	493	511

Economic Classification	Audited Outcomes		Preliminary Outcome	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000			2020/21 R'000	2021/22 R'000	2022/23 R'000
Venues and facilities	667	389	0	–	–	140	–	–	
Rental and Hiring	4,275	2,442	3,079	2,126	3,308	6,760	2,126	2,476	2,476
Interest and rent on land	2	15	–	–	–	–	–	–	
Transfers and subsidies to	2,868,781	3,366,840	3,014,966	3,260,858	3,495,329	3,514,596	2,746,598	2,912,391	3,038,811
Provinces and municipalities	124,213	256,935	193,664	58,210	108,939	109,131	35,829	64,289	64,289
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Public Corporations and Private Enterprises	100,000	–	–	–	–	–	–	–	–
Non-profit institutions					50	50			
Households	2,644,568	3,109,905	2,821,302	3,202,648	3,386,340	3,405,415	2,710,769	2,848,102	2,974,522
Payments for capital assets	1,950	30,510	15,548	9,618	9,593	9,593	8,167	451	451
Buildings and other fixed structures	1,712	29,913	15,432	9,000	9,175	9,175	7,716	–	
Machinery and equipment	238	597	116	618	418	418	451	451	451
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payment for financial assets	–	25	–	–	–	–	–	–	
Total	3,113,612	3,652,475	3,305,378	3,575,213	3,804,903	3,804,903	3,058,187	3,184,073	3,315,166

Source: BAS

The strong growth against Compensation of employees can mainly be attributed to posts funded by the HSDG, in line with DORA, which allows for a portion (up to 5 per cent) of the conditional grant funding to be used for administrative purposes to enhance service delivery. The increase over the 2020/21 MTEF relates to contract posts such as Professional Construction Project Manager, Community Development Practitioner, etc. in respect of the HSDG and TDRG which are expected to be filled as and when the need arises. In 2019/20, 3 per cent of the HSDG is allocated to Compensation of employees.

Goods and services provides for operational costs of officials, implementation of the anti-land invasion strategy, as well as portion of the EPWP Integrated Grant for Provinces allocation. The growth from 2019/20 to 2021/22 is very low because the EPWP Integrated Grant for Provinces is not allocated beyond 2019/20, at this stage.

Interest and rent on land pertains to interest paid on overdue accounts in 2016/17 to 2017/18.

With regard to Transfers and subsidies:

- Provinces and municipalities shows an increasing trend over the 2020/21 MTEF largely due to the CRU programme and operational costs of the accredited municipalities that are implementing housing projects, such as the payment of salaries, office accommodation, vehicles, computer systems, purchase of equipment and maintenance, stationery, etc.
- Public corporations and private enterprises in 2016/17 relates to the implementation of the Military Veterans' Housing Project, as mentioned.
- Households provides for the bulk of the housing programmes, as well as the TDRG. The HSDG grows consistently over the 2020/21 MTEF, following a significant cut. The projects that the department is focusing on over the 2020/21 MTEF include ISU projects, IRDP projects, emergency housing assistance projects, etc.

Buildings and other fixed structures is mainly related to the Social and Economic Amenities programme. The allocation does not continue over the MTEF as the department is anticipating to finalise the Social and Economic Amenities programme. This will be reviewed against final progress at the end of 2020/21, as mentioned.

Machinery and equipment includes purchasing of office furniture and equipment as well vehicles.

4.8.6 Updated Key Risks

Outcome	Key Risk	Risk Mitigation	
Adequate housing and improved quality living environment	Quality of information available with regard to Human Settlements planning	Initiate a planning programme that will ensure that the information used in planning is sufficiently comprehensive, up to date and accurate in order to adequately plan for the short and long term housing programmes	
	Decreased budget allocations for human settlements developments	Motivate for additional funding and ensure optimal usage of available funds	
	Lack of integrated planning across spheres of government	Ensure co-operative governance and the co-ordination of the department's projects with other government spheres	
	Backlog in construction and rectification	Prioritise construction and rectification needs and utilise innovative techniques and technology.	
	Delays with the reduction of informal settlements	Operationalisation of the ISUP implementation plan	
	Land invasions on identified state land designated for housing developments results in delays in service delivery	Anti-Land Invasion strategy to be implemented.	
	Delays with the implementation of the OSS Programme	More effective monitoring mechanisms to be implemented to monitor targets against delivery	
	Increase in economic depression impacted by COVID-19 pandemic for the MTEF period	Reprioritize conditional grant's, capital budgets to create income earning opportunities through existing programmes to address mass employment: a) Building and maintenance of community-level infrastructure b) Community level initiatives where households build their own homes with minimum government involvement	
	Adjustments to Priorities within delivery programmes for the MTEF and beyond impacted by COVID-19 pandemic		Assurance that the transformation agenda is geared to deliver a post-COVID-19 economic sector, which should be inclusive, broad based and equitable. Specifically, focus is directed at: a. Property market transformation through the applicable legislation, Property Practitioners Act,(2019) b. Revival and transformation of the Construction and home building industry
			Accelerate the upgrading of informal settlements to improve the living conditions of households
Drive initiatives to support the participation of low- and middle-income households in the residential property market			
Promote increased access to adequate housing through – programmes for rental – Programmes for ownership together with tenure consolidation – Programmes to enhance access to affordable housing finance – Increased access to basic services and other neighbourhood infrastructure			
Economically empowered designated groups	Inadequate database of designated groups	Enhance the database of designated groups	
	Inadequate incubation programmes to promote the economic empowerment of designated groups	To create additional incubation programmes promote the economic empowerment of designated groups	
	Lack of an EPWP Strategy	Develop and implement an EPWP Strategy	
Improved security of tenure	Municipalities inability to write off debt impedes the transfer of title deed to beneficiaries	Innovative methods need to be devised and implemented by municipalities to secure debt	
	Delays in transfers of title deeds by the State Attorney	Engage the services of private conveyancers to transfer title deeds to qualifying beneficiaries.	
	Delays with the issuing of compliance certification by municipalities	To establish stakeholder forums to address the issuing of compliance certification by municipalities	
	Lack of a strategy to address the title deed restoration programme	Develop and implement a strategy to address the title deed restoration programme	

4.9 PROGRAMME 4: HOUSING ASSETS MANAGEMENT, PROPERTY MANAGEMENT

4.9.1 Purpose/ Structure

This programme is responsible for the management of Ex-Natal Provincial Administration and Own Affairs stock, including residential properties, vacant land and a variety of other non-residential properties, all of which belong to the KZN Housing Fund.

In terms of its mandate, all properties will, on a progressive basis, either be transferred to individual occupants in terms of the EEDBS, or be disposed of in the open market. Some of these properties will also be devolved to Municipalities.

In cases where a transfer is not possible, such stock will remain rental stock. The KZN Housing Fund is in the process of being dis-established and, once finalised, all assets and liabilities will be transferred to the Vote.

Programme 4 consists of three sub-programmes, largely in line with the sector budget structure:

- Administration;
- Sale and Transfer of Housing Properties; and
- Housing Properties Maintenance.

During the 2020/21 financial year greater emphasis will be placed on educating prospective homeowners on the establishment of body corporates, the workings thereof and the responsibilities of being a homeowner. The programme is also responsible for the devolution of departmentally owned vacant land (not required for housing development) to municipalities in whose jurisdiction the land is situated. This process of transferring properties and devolution of land is intended to lead to the de-establishment of the Housing Fund and the reduction of expenditure incurred on rates, services and maintenance costs on Pre-1994 stock.

The various housing initiatives implemented by this Department such as FLISP, land and serviced site programmes and OSS are also supported with Programme 4 making available land for development.

Rehabilitation Of Pre-1994 Stock

The rehabilitation of pre-1994 stock is being undertaken to all dwellings built from the early 1930's up until 1994, including houses in R293 towns and those constructed within the ex- own affairs areas. Some of the houses were transferred without appropriate services whilst others were transferred "voetstoots" and were in a state of disrepair due to structural defects. Therefore, the programme specifically focuses on the improvement of municipal engineering services where inappropriate levels of service were delivered, which may include renovation, upgrading or the complete reconstruction of dwellings that are severely structurally compromised as it poses a threat to the health and safety of the inhabitants.

By virtue of the directive to dispose of the housing and flatted units in terms of the Enhanced Extended Discount Benefit Scheme to previously disadvantaged communities, as well as decrease its own stock and that of the various municipalities, the Department has entered into contractual arrangements with the municipalities for the rehabilitation of housing units in terms of the minimum requirements as set by the NHBRC.

The rollout of the projects has thus far been successful albeit limited due to the reduced HSDG funding allocation. The balance of funds in the Municipal Housing Operating Accounts are also being accessed for this Programme.

Maintenance Programme

The deterioration of buildings due to the lack of maintenance can lead to future financial burdens, pose legal and other challenges would affect the delivery of sustainable and habitable housing. The maintenance programme therefore undertakes day- to- day maintenance of Government immovable assets (flats, houses and vacant land) which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible.

In view of the intention to rehabilitate and transfer ownership to beneficiaries, the maintenance target for the MTEF has been limited to repairs of defects that pose danger to life and limb as well as health/hygiene risks and to mitigate wasteful or fruitless expenditure.

The maintenance budget and target in terms of the MTEF will be reduced on an annual basis on a sliding scale, as immovable assets are being either transferred to beneficiaries or devolved to the respective municipalities.

4.9.2 Outcomes, Outputs, Performance Indicators And Targets

Table 16: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved Security of Tenure	Properties Transferred	Number of Pre-1994 title deeds registered	525	779	875	5,500	2,002	3,786	4,436
	Sale agreement finalized with beneficiary	Number of rental units sold to beneficiaries ⁷	-	232	239	458	200	300	257
Adequate housing and improved quality living environment	Units maintained	Number of units maintained	1,985	968	1,030	500	500	500	500
	Units rectified	Number of units rectified for Pre -1994 stock	993	669	480	566	350	520	520
	Land parcels devolved to municipalities for human settlements development	Number of Land Parcels devolved to Municipalities for human settlement development in terms of Section 15 of the Housing Act, 1997	-	-	18	100	60	300	300
Improved Good Governance	Reduction of debtors in system	Number of Debtors reduced per financial year ⁸	-	222	405	600	250	500	500

⁷ Read as a conversion from rental to sales agreement

⁸ Indicator refers to the number of debtors reduced on the Debtors System, which facilitates the disestablishment of the Housing Fund. Debtors are reduced through the disposal of properties via the EEDBS Program, implementation of write-offs in terms of the PFMA, cash settlement of balances and through the cancellation of sales in respect of vacant land.

4.9.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 17: Output Indicators: Annual and Quarterly Targets

Performance Indicators	Reporting Period	Annual Targets 2020/21	Quarterly Targets		
			Q2	Q3	Q4
Quarterly Targets					
Number of Pre-1994 title deeds registered	Quarterly	2,002	304	424	1,274
Number of rental units sold to beneficiaries	Quarterly	200	66	66	68
Number of units maintained	Quarterly	500	166	166	168
Number of units rectified for Pre-1994 stock	Quarterly	350	0	0	350
Number of Land Parcels devolved to Municipalities for human settlements development in terms of Section 15 of the Housing Act, 1997	Quarterly	60	0	0	60
Number of Debtors reduced per Financial year	Quarterly	250	83	83	84

4.9.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM

In line with National priority 5, this Programme intervention seeks to promote the security of tenure through the transfer of pre-1994 properties to beneficiaries for both the municipal and departmental stock. This output is also part of the National Department's title deed restoration programme, which seek to eradicate the title deeds backlog. The outputs pertaining to the finalization of the sales agreement with beneficiaries as well as ensuring that there is a reduction of debtors in system also support the promotion of security of tenure. In addition, the outputs relating to the maintenance and rectification of units is to rehabilitate and transfer ownership to beneficiaries.

The devolving of land to municipalities provides for improved access to land to provide for the development of decent integrated and sustainable human settlements.

4.9.5 PROGRAMME RESOURCE CONSIDERATIONS

Table 18: Expenditure Estimates for Housing Assets Management, Property Management

Sub-Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	2016/17 R'000	2017/18 R'000	2018/19 R'000				2019/20 R'000	2020/21 R'000	2021/22 R'000
Administration	58,506	38,303	41,501	47,106	47,106	47,106	50,245	51,200	52,785
Sale and Transfer of Housing Properties	335	42,344	58,189	49,662	54,662	60,662	75,700	41,932	41,932
Housing Properties Maintenance	135,343	99,308	85,040	75,700	75,700	69,700	41,932	63,200	63,200
Total	194,184	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917

Source: BAS

The sub-programme: Administration provides for the management of own affairs stock. The 2020/21 MTEF caters for wage agreements and inflationary adjustments.

The sub-programme: Sale and Transfer of Housing Properties provides for the transfer of rental housing stock to qualifying beneficiaries in terms of the EEDBS. The increase in 2018/19 and over the 2020/21 MTEF is as a result of provision made to fast-track the transfer of properties through the EEDBS programme. The decrease in 2020/21 is due to estimations that properties will be transferred to beneficiaries, as well as the relevant municipalities.

The sub-programme: Housing Properties Maintenance provides for the co-ordination of the maintenance of departmental rental housing stock and rectification of units built prior to 1994. The fluctuating trend over the 2020/21 MTEF relates to the rectification of pre-1994 housing stock which will be implemented in phases due to financial constraints. Due to the budget cuts, the HSDG only has a limited allocation toward the rectification programmes.

Table 19: Summary of provincial Expenditure estimates by Economic Classification

Economic Classification	Audited Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates			
	2016/17 R'000	2017/18 R'000	2018/19 R'000				2019/20 R'000			2020/21 R'000
Current payments	-	-	-	-	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	194,184	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	194,184	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917	
Universities and Technikons	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-	-
Payments for capital assets	70	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	70	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	-	-	-	-	-	-	-	-
Total	194,184	179,955	184,730	172,468	177,468	177,468	167,877	156,332	157,917	

Source: BAS

4.9.6 Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Improved security of tenure	Municipalities inability to write off debt impedes the transfer of title deed to beneficiaries	Innovative methods need to be devised and implemented by municipalities to secure debt
	Delays in transfers of title deeds by the State Attorney	Engage the services of private conveyancers to transfer of title deeds qualifying beneficiaries.
	Delays with the issuing of compliance certification by municipalities	To establish stakeholder forums to address the issuing of compliance certification by municipalities
	Lack of a strategy to address the title deed restoration programme	Develop and implement a strategy to address the title deed restoration programme
	Lack of synergy in completion of rectification and simultaneously transfer of units	Develop action plan to expedite transfer after rectification
Adequate housing and improved quality living environment	Land invasions on land parcels in Departmental property asset register.	To fast track projects on vacant land.
		Fast track the devolution of properties to municipalities.
Improved good governance	Lack of appropriate information technology systems to assist the department meeting its business objective.	Develop and implement the IT Strategy (GWEA) and ICT Governance Framework
	Lack of reliable and comprehensive data to inform strategic planning	Implement a business intelligence-reporting tool.
	Ineffective training and development initiatives impacts on staff development due to the changing environment	Effective training and development plan to be implemented with appropriate identification of skills gap and adequate funding to train, recruit and retain appropriately skilled staff.
	Non-compliance with Supply Chain Management prescripts in the procurement of goods and services.	Effective implementation of Supply Chain Management prescripts in the procurement of goods and services.
	Unstable allocation of budgets are hindering the Department in meeting its objectives	Monitor and implement stringent cost cutting measures on equitable share.
	Insufficient control over transfer payments of housing development projects	Monitoring and implementation of approved business plans
	Lack of effective assets register	Department to review assets register to attend to the clean-up and updating of the assets register
	Updated Human Resource Plan	Review of approved Human Resource Plan to address the changing organizational demands
	Organizational Structure not aligned to the district delivery model	Structure to be reviewed to align to the district delivery model
	Lack of a dedicated electronic performance information management tool	Develop a dedicated electronic performance information management tool
	Lack of provision for pandemic in Business Continuity Plan	Update Business Continuity Plan to include focus on managing pandemics.
	Lack of next of kin details in Business Continuity Plan	Update Business Continuity Plan to include next of kin details
	Lack of floor plans on Business Continuity Plan highlighting evacuation routes, maps and floor plans as part of Emergency response plan.	Update Business Continuity Plan to include evacuation routes, map and floor plans.
	Lack of provision for pandemic in Business Continuity Plan (COV+ID-19)	Update Business Continuity Plan to include focus on managing pandemics.
	Delivery disruptions by (criminal) syndicates	Increase Security Cluster initiatives
Promote Community-based action and initiatives		

5. Public Entities

None

6. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost R'000	Current year Expenditure R'000
1.	Social and economic amenities: Sonkopho	Housing Development	New Infrastructure Assets	Social and economic amenities provided	02/01/2019	30/04/2020	7,083	3,858
2.	Social and economic amenities: Emfihlweni	Housing Development	New Infrastructure Assets	Social and economic amenities provided	02/01/2019	30/04/2020	5,595	3,858
3.	Accreditation of Municipalities: Newcastle	Housing Development	Infrastructure transfers-capital	Operational budget provided	01/04/2020	31/03/2021	31,013	3,839
4.	Accreditation of Municipalities: eThekweni	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	97,002	7,770
5.	Accreditation of Municipalities: KwaDukuza	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	28,030	3,140
6.	Accreditation of Municipalities: Ray Nkonyeni	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	26,497	2,277
7.	Accreditation of Municipalities: Msunduzi	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	59,711	4,264
8.	Accreditation of Municipalities: Alfred Duma	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	13,236	1,793
9.	Accreditation of Municipalities: uMhlatuze	Housing Development	Infrastructure transfers - capital	Operational budget provided	01/04/2020	31/03/2021	12,603	1,206
10.	Title Deeds Restoration Programme	Title Deeds Restoration	Infrastructure transfers - capital	Budget for completion of planning & conveyancing activities	01/04/2020	31/03/2021	11,540	11,540
11.	Rental Housing Tribunal	Administration	Infrastructure: Leases	Office accommodation leased	01/04/2018	31/06/2022	R69 918.18pm	839
12.	Ugu District Office	Administration	Infrastructure: Leases	Office accommodation leased	16/10/2015	30/09/2020	R88 890.32pm	1,067
13.	Harry Gwala District Office	Administration	Infrastructure: Leases	Office accommodation leased	01/06/2016	31/05/2021	R64 766.83pm	777
14.	Amajuba District Office	Administration	Infrastructure: Leases	Office accommodation leased	01/05/2019	30/04/2024	R59 248.00pm	711
15.	Uthukela District Office	Administration	Infrastructure: Leases	Office accommodation leased	01/07/2019	30/06/2020	R34 281.50pm	411
16.	ilembe District Office	Administration	Infrastructure: Leases	Office accommodation leased	01/12/2019	31/03/2020	R53 461.06pm	642
17.	Inland Regional Office	Administration	Infrastructure: Leases	Office accommodation leased	01/07/2019	31/03/2020	R274 924.65pm	3,299

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost R'000	Current year Expenditure R'000
18.	Head Office: PMB	Administration	Infrastructure: Leases	Office accommodation leased	01/07/2019	31/03/2020	R275 074.07pm	3,301
19.	Head Office: PMB-Parking	Administration	Infrastructure: Leases	Parking	01/0/2019	31/05/2020	R4 842.01pm	58
20.	Head Office : DBN and Coastal Regional Office	Administration	Infrastructure: Leases	Office accommodation leased	01/07/2017	31/06/2022	R1 295 499.14 pm	12,326 pm

7. Public Private Partnerships

None



HOUSE HANDOVER IN ROSETTENVILLE IN UMZUMBE LOCAL MUNICIPALITY

PART D: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Indicator title	Approved Human Resource plan implementation report submitted annually
Definition	To ensure the provision of human resource requirements within the Department.
Purpose/importance	To strengthen human resource capacity and capability in order for the Department to meet its mandates inclusive of providing sustainable human settlements and improved quality of life.
Source of data	Human Resource Plan
Method of calculation/Assessment	Approved Human Resource plan implementation report submitted
Means of verification	Human Resource plan implementation report
Assumptions	Availability of skilled human resources, adequate financial resources
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	To achieve the target indicated
Indicator responsibility	Director: Human Resource Management

Indicator title	Approved ICT Governance Framework Reviewed annually
Definition	To monitor the implementation of the ICT Governance Framework
Source of data	DPSA Public Service Corporate Governance of Information and Communication Technology Policy Framework. This is underpinned by principles as per: - King IV Code of Governance for South Africa (2016) - International Standards Organisation's ISO/IEC 38500 of 2015; and - Control Objectives for Information and Related Technology (COBIT5)
Method of calculation/Assessment	Framework reviewed
Means of verification	Reviewed Framework
Assumptions	Institutional Support Provided Adequate resources
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Information Management Systems and Technology

Indicator title	Approved Fraud Prevention Plan Reviewed annually
Definition	A comprehensive plan to improve the environment on the fight against fraud and corruption
Source of data	Outcomes of investigations
Method of calculation/Assessment	Fraud Prevention Plan Reviewed
Means of verification	Reviewed Fraud Prevention Plan
Assumptions	Institutional Support Provided Adequate resources
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Risk Management & Advisory Services

Indicator title	Annual Financial statements submitted
Definition	To ensure good governance through compliance to PFMA prescripts
Source of data	BAS/HSS/PERSAL/DEBTORS SYSTEM
Method of calculation/Assessment	Annual Financial statements submitted to the Auditor-General
Means of verification	Annual Financial statements
Assumptions	That the Department will continue to be audited in terms of legislation
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Strategic & Budgetary Services

Indicator title	Annual Performance Information Management report submitted
Definition	To submit credible and timely performance information (based on the pre-determined targets) to DPME
Source of data	Quarterly performance report
Method of calculation/Assessment	Submission of the annual performance information management report
Means of verification	Annual performance information management report
Assumptions	Timeous submission of performance information by line functionaries with relevant supporting documents
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Monitoring and Evaluation

Indicator title	COVID-19 Back to Work Preparedness Plan progress reports submitted
Definition	To monitor the progress in terms of the Back to Work Preparedness Plan's checklist of basic measures that the Department of Human Settlements must implement to mitigate against the transmission of the corona virus in the workplace
Source of data	Back to Work Preparedness Plan and Checklist
Method of calculation/Assessment	Number of Progress Reports submitted
Means of verification	Progress Reports submitted
Assumptions	Availability of skilled human resources, adequate financial resources
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: General Administration & Auxiliary Services

Indicator title	Approved Enterprise Risk Management Strategy Reviewed annually
Definition	A comprehensive plan to identify and mitigate risks that impact on the Department's ability to undertake its core mandates
Source of data	Approved Enterprise Risk Management Strategy/Internal Audit Plan
Method of calculation/Assessment	Enterprise Risk Management Strategy Reviewed
Means of verification	Reviewed Enterprise Risk Management Strategy
Assumptions	Availability of skilled human resources, adequate financial resources, adequate consultation to holistically identify all risks
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Risk Management & Advisory Services

PROGRAMME 2: HOUSING NEEDS, RESEARCH AND PLANNING

Indicator title	Number of individuals provided with consumer education
Definition	To educate the beneficiaries and the communities at large on their rights and obligations in relation to human settlements programmes and processes.
Source of data	Attendance Registers
Method of calculation/Assessment	Number of attendees at the housing consumer workshops conducted
Means of verification	Attendance registers
Assumptions	Availability of funds Attendance of training session
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	100% attendance rate
Indicator responsibility	Director: Municipal Support and Consumer Education

Indicator title	Number of Catalytic projects in planning
Defi	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
Source of data	IDP's, Approved Project Approvals for Stage 1
Method of calculation/Assessment	Number of approved projects that are implementing the planning milestones
Means of verification	Status Quo Reports
Assumptionsw	Timeous submission of Stage 1 – Planning applications
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	The planning of the projects are within the Priority Housing Development Areas and aligned to the KZN HSMSP
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% achievement of target
Indicator responsibility	Director: Integrated Planning

Indicator title	Number of human settlements development projects planned in accordance with the KZN HSMSP's focus areas / PDA's
Definition	To streamline and align the municipal planning processes to promote the development of human settlements within strategic spatial areas as prioritized within the KZN HSMSP / PDA's
Source of data	IDP's, KZN HS MSP, approved PDA'S
Method of calculation/Assessment	Number of planned human settlements development projects planned aligned to the KZN HSMSP's focus areas
Means of verification	Project Approvals
Assumptions	Timeous pre-feasibility completed
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	The planning of the projects are within the Priority Housing Development Areas and aligned to the KZN HSMSP
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	100% achievement of target
Indicator responsibility	Director: Integrated Planning

Indicator title	Number of hectares of land procured/proclaimed
Definition	To facilitate the development of integrated human settlements
Source of data	Assessment Reports
Method of calculation/Assessment	Total number of hectares of land procured
Means of verification	Land Funding Agreement & Invoice
Assumptions	Availability of funds
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	Land will be procured to facilitate spatial transformation.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Integrated Planning

Indicator title	Number of farm dweller housing projects in planning
Definition	A per the housing code, this instrument is to ensure that farm workers are bestowed the dignity they deserve through the provision of adequate housing. This is to ensure that farm dwellers also enjoy security of tenure close to and within proximity to their place of work. This will be undertaken within the ambit of sustainable development ensuring that the necessary social facilities are provided to achieve an integrated and sustainable settlement.
Source of data	IDP's
Method of calculation/Assessment	The number of Farm dweller projects approved by the MEC for reservation of subsidies, Stage 1, Stage 2 and Stage 3.
Means of verification	MEC Approvals
Assumptions	Availability of land
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Integrated Planning

Indicator title	Number of projects in planning to upgrade informal settlements to Phase 3 of the programme
Definition	To undertake the planning milestones/activities of approved informal settlement upgrade projects in line with planning prescripts towards the incremental upgrading of informal settlements to phase 3
Source of data	IDP/HSDG Business Plan/Multi-Year housing development plan
Method of calculation/Assessment	Number of approved informal settlement upgrading projects in planning for phase 3
Means of verification	Project Approvals
Assumptions	Availability of land, timeous finalization of milestones
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Accumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Integrated Planning

PROGRAMME 3: HOUSING DEVELOPMENT

Indicator title	Number of Social Housing Units Completed
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
Source of data	Project Progress Reports
Method of calculation/Assessment	Total number of houses delivered for projects approved under the Social Housing Programme
Means of verification	Tranche/Bulk Payment: Form 4 and D6
Assumptions	Adequate skills in built environment
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	Projects are undertaken within approved restructuring zones to promote spatial, social and economic restructuring.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Social Housing

Indicator title	Number of Community Residential Units Completed
Definition	To provide for rental housing opportunities within Municipal owned land parcels and transforming existing Hostels into family units as well as to facilitate the provision of secure, stable rental tenure for lower income persons/households, in accordance Community Residential Unit Programmes. .
Source of data	Progress Reports/ Form 4 and D6
Method of calculation/Assessment	Total number of house delivered for projects approved under the Community Residential Unit Programmes
Means of verification	Tranche/Bulk Payment: Form 4 and D6 Progress Payment: Form 4 & D6 & HSS Claims Report
Assumptions	Adequate skills in built environment
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	Projects are undertaken within Municipal owned land parcels to promote spatial, social and economic restructuring as well as to transform existing Hostels into family units
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Social Housing

Indicator title	Number of Beneficiaries subsidized in terms of the FLISP programme
Definition	The FLISP Programme is available to qualifying beneficiaries purchasing a house for the first time. The applicant must acquire a mortgage bond from a recognised financial institution/bank. The Government will give a once-off subsidy, which is a non-refundable amount, to those who qualify, ranging from R 27 960.00 to R 121 626.00, on a sliding scale based on income.
Source of data	HSS
Method of calculation/Assessment	Number of FLISP subsidies paid
Means of verification	HSS Beneficiary Report & HSS Detailed expenditure Report/ Form 4
Assumptions	Approval by Financial Institution Registration and Transfers by Bond and transferring Attorneys
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation	This Programme is available in urban developments to also promote the principles of spatial transformation
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of Housing units completed through housing programmes (excluding social/rental/CRU and FLISP) for households earning up to R3,500
Definition	To provide housing units in terms of the housing instruments of the Housing Code to households earning up to R3,500. Housing programme include IRDP/ISUP/MVHP/Consolidation/Rural Housing Programmes.
Source of data	HSS
Method of calculation/Assessment	Total houses delivered for all housing instruments implemented within the Province (excluding social/rental/CRU and FLISP)
Means of verification	Tranche/Bulk Payments: Form 4 & D6 Progress Payments: Form 4, D6 & HSS Claim Report
Assumptions	Performance of contractors/ capacity of built environment
Disaggregation of beneficiaries (where applicable)	15% Women 2% Youth 2% People with Disabilities 1% Military Veterans
Spatial Transformation	Where applicable, housing programmes are implemented to promote urban development and seeks to align to the KZN HSM where possible to promote spatial transformation.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of sites serviced through housing programmes to households earning up to R3,500
Definition	Provision of minimum level of services in terms of the National Norms and standards for all applicable housing programmes
Source of data	HSS
Method of calculation/ Assessment	Value of civil work completed converted to the number of service sites
Means of verification	Tranche/Bulk Payments: Form 4, or Interim Payment Certificate Progress Payments: Form 4 & Interim Payment Certificate & HSS Claim Report
Assumptions	Availability of bulk services and funding/ Performance of contractors/ capacity of built environment
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	Programmes contributing to this indicator is utilized to promote urban development and seeks to align to the KZN HSM where possible to promote spatial transformation.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of informal settlement upgraded to Phase 3
Definition	Formal planning consent in terms of SPLUMA). Completion of the installation of the internal services. Provision of security of tenure arrangements.
Source of data	HSDG Business Plan
Method of calculation/Assessment	Number of Phase 3 ISUP Projects completed
Means of verification	Project Close out reports
Assumptions	Capacity of built environment/ Availability of bulk services
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-accumulative
Reporting cycle	Annual
Desired performance	100%
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of densely populated settlements sanitized
Definition	To undertake the sanitization of densely populated settlements in order to mitigate against the effects of COVID-19 pandemic
Source of data	Departmental Informal Settlement project list
Method of calculation/Assessment	Number of Informal Settlements sanitized
Means of verification	Progress Reports
Assumptions	Availability of human resources, adequate financial resources
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of designated group companies trained
Definition	To empower companies from the department's panel of companies of designated group with the provision of training, skills development, mentorship and coaching in line with the Siyakha programme
Source of data	Panel of companies for designated groups
Method of calculation/Assessment	Number of designated group companies trained
Means of verification	Attendance registers/ Certificates
Assumptions	Availability of funds for capacity building Panel of companies for designated groups comprises adequate representation of targeted groups
Disaggregation of beneficiaries (where applicable)	30% women 10% youth 5% Military Veterans 2% People with disabilities
Spatial Transformation	n/a
Calculation type	Non –Cumulative
Reporting cycle	Quarterly
Desired performance	Empowered of designated groups (women, youth, people with disabilities and military veterans)
Indicator responsibility	Director: Youth, Women, People with Disabilities Empowerment

Indicator title	Number of work opportunities created through related programmes
Definition	Work opportunities created: Paid work created for an individual on an EPWP project for any period of time. The same person can be employed on a different projects and each period of employment will be counted as a work opportunity.
Source of data	Department of Public Works EPWP reporting system
Method of calculation/Assessment	Paid work created for an individual on an EPWP project for any period of time
Means of verification	EPWP Reporting System Annexures
Assumptions	Project Availability, Community and Municipal Participation Functional EPWP Reporting System
Disaggregation of beneficiaries (where applicable)	Estimated Target: 60% women 55% Youth 2% People with disabilities
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Priority Projects

Indicator title	Number of Full time Equivalent (FTE's) created
Definition	Person year of employment, one person year of work is equivalent to 230 person days (excluding holidays, weekends and sick leave)
Source of data	Department of Public Works EPWP reporting system
Method of calculation/Assessment	Total person days of work divided by 230
Means of verification	EPWP reporting system Annexures
Assumptions	Project Availability, Community and Municipal Participation Functional EPWP Reporting System
Disaggregation of beneficiaries (where applicable)	Estimated Target: 60% women 55% Youth 2% People with disabilities
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Priority Projects

Indicator title	Number of targeted person's days of work
Definition	Number of days the beneficiaries worked.
Source of data	Department of Public Works EPWP reporting system
Method of calculation/Assessment	Paid work created for an individual on an EPWP project for any period of time
Means of verification	EPWP reporting system Annexures
Assumptions	Project Availability, Community and Municipal Participation Functional EPWP Reporting System
Disaggregation of beneficiaries (where applicable)	Estimated Target: 60% women 55% Youth 2% People with disabilities
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Priority Projects

Indicator title	Number of EPWP beneficiaries provided with accredited training
Definition	Accredited training provided to EPWP beneficiaries
Source of data	Department of Public Works EPWP reporting system
Method of calculation/Assessment	Number of beneficiaries provided with accredited training
Means of verification	EPWP reporting system Annexures
Assumptions	Project Availability, Availability of human resources, Community and Municipal Participation, Beneficiaries meet the skills development minimum requirements Functional EPWP Reporting System
Disaggregation of beneficiaries (where applicable)	Estimated Target: 60% women 55% Youth 2% People with Disabilities
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Director: Priority Projects

Indicator title	Number of Social Housing Institutions accredited
Definition	To capacitate the social housing institutions with the necessary skills to undertake social housing functions as regulated by the SHRA in line with Social Housing Act
Source of data	Compliance to the SHRA assessment tools. QSA and QSB
Method of calculation/Assessment	Number of Social Housing Institutions accredited
Means of verification	Accreditation certificate
Assumptions	Sufficient social housing institutions are available
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	Social housing projects are only undertaken within approved restructuring zones to promote spatial transformation. This indicator therefore supports spatial transformation through the capacitation of the social housing institutions
Calculation type	Non –Cumulative
Reporting cycle	Annual
Desired performance	100% of target achieved
Indicator responsibility	Director: Social Housing

Indicator title	Number of post-1994 title deeds registered for the subsidy market (April 1994-March 2014)
Definition	Provision of security of tenure to qualifying beneficiaries from April 1994 to March 2014
Source of data	Deeds Office Database
Method of calculation/Assessment	Total number of new properties transferred for housing units from April 2014
Means of verification	Deeds Search printout/ conveyancers certificate
Assumptions	Beneficiary approvals finalized. Planning milestones achieved
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of post-2014 title deeds registered for the subsidy market (April 2014 to March 2019)
Definition	Provision of security of tenure to qualifying subsidy beneficiaries from April 2014 -March 2019)
Source of data	Deeds Office Database
Method of calculation/Assessment	Total number of properties transferred for housing units for the period April 1994-March 2019
Means of verification	Deeds Search printout/ conveyancers certificate
Assumptions	Beneficiary approvals finalized. Planning milestones achieved
Disaggregation of beneficiaries (where applicable)	Disaggregation undertaken under the indicator relating to housing units completed to prevent duplication
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

Indicator title	Number of new title deeds registered for the subsidy market (from April 2019)
Definition	Provision of security of tenure to qualifying subsidy beneficiaries from April 2019
Source of data	Deeds Office Database
Method of calculation/Assessment	Total number of properties transferred for housing units from April 2019
Means of verification	Deeds Search printout/ conveyancers certificate
Assumptions	Beneficiary approvals finalized. Planning milestones achieved
Disaggregation of beneficiaries (where applicable)	Disaggregation undertaken under the indicator relating to housing units completed to prevent duplication
Spatial Transformation	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Sustainable Human Settlements

PROGRAMME 4: HOUSING ASSETS MANAGEMENT, PROPERTY MANAGEMENT

Indicator title	Number of pre-1994 title deeds registered
Definition	Number of departmental and municipal units transferred to qualifying tenants through the EEDBS
Source of data	Deeds search printout/ Conveyancers Certificate
Method of calculation/Assessment	Number of pre-1994 properties transferred
Means of verification	Deeds search printout/ Conveyancers Certificate
Assumptions	Timeous update of the registration of property by the Deeds Office
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing

Indicator title	Number of rental units sold to beneficiaries
Definition	Number of Departmental rental units sold to qualifying tenants through the EEDBS
Source/collection of data	Signed Sale Agreement
Method of calculation/Assessment	Number of rental units sold to beneficiaries
Means of verification	Signed Sale Agreement
Assumptions	Acceptance of sale by the beneficiary
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing

Indicator title	Number of units maintained
Definition	To undertake day to day maintenance repairs of and provide for security and cleaning of state financed residential properties
Source/collection of data	Job Cards/Invoices
Method of calculation/Assessment	Number of units maintained
Means of verification	Job Cards/Invoices
Assumptions	Timely submission of the job card/invoices by the Agencies/service providers
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing

Indicator title	Number of Units Rectified for Pre-1994 stock
Definition	To facilitate the improvement of state financed residential properties created through State housing programme interventions during the pre-1994 housing dispensation.
Source of data	Completion Certificates/D3 Form
Method of calculation/Assessment	Number of Pre-1994 stock Units Rectified
Means of Verification	Completion Certificates/D3 Form
Assumptions	Timely submission of completion certificates by the municipalities
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing

Indicator title	Number of Land Parcels devolved to Municipalities for human settlements development in terms of Section 15 of the Housing Act, 1997
Definition	Transfer of Departmental vacant land to municipalities for human settlements development
Source of data	Deeds Office/Conveyancers
Method of calculation/Assessment	Number of Land Parcels devolved to Municipalities for human settlements development
Means of Verification	Deeds office printout/ Conveyancers certificate
Assumptions	Timeous update of the registration of property by the Deeds Office
Method of calculation/ Assessment	Number of Land Parcels devolved
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing

Indicator title	Number of debtors reduced per financial year
Definition	Indicator refers to the number of debtors reduced on the Debtors System, which facilitates the disestablishment of the Housing Fund. Debtors are reduced through the disposal of properties via the EEDBS Program, implementation of write-offs in terms of the PFMA, cash settlement of balances and through the cancellation of sales in respect of vacant land.
Source/collection of data	Debtors system printout and approved submission
Method of calculation/Assessment	Number of debtors reduced
Means of verification	Debtors system printout
Assumptions	Debtors system is accurately updated
Disaggregation of beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator responsibility	Chief Director: Property Management and Social Housing



CONSTRUCTION IN THE JIKA JOE COMMUNITY RESIDENTIAL UNIT PROJECT IN MSUNDUZI LOCAL MUNICIPALITY

ANNEXURES

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R'000)	Period of Grant
Human Settlements Development Grant (HSDG)	<ul style="list-style-type: none"> To provide funding for the progressive realisation of access to adequate housing through the creation of sustainable and integrated human settlements 	<ul style="list-style-type: none"> Number of housing opportunities created may include the following: number of residential units delivered in relevant housing programmes number of serviced sites delivered in relevant housing programmes Number of households in informal settlements provided with access to basic services Number of informal settlements upgraded in situ and/ or relocated Number of title deeds registered to a beneficiary post 31 March 2014 Hectares of well-located land acquired for development of housing opportunities Hectares of well-located land acquired (zoned) and number of housing opportunities created Number of socio-economic amenities delivered in human settlements Number of integrated residential development projects planned, approved, funded and implemented 	R3, 020, 763	2020/2021
Title Deeds Restoration Grant (TDRG)	<ul style="list-style-type: none"> To provide funding for the eradication of the pre-2014 title deeds registration backlog 	<ul style="list-style-type: none"> Number of title deeds registered in favour of beneficiaries of government subsidized housing (pre-1994 and post-1994) for projects completed by 31 March 2014 Number of title deeds issued to beneficiaries of government subsidized housing (pre-1994 and post-1994) for projects completed by 31 March 2014 Number of townships proclaimed, and registers opened Number of beneficiaries confirmed as legitimate occupiers Percentage of ownership disputed resolved Enhanced institutional capacity of municipalities and provinces in respect of property registration 	R36, 740	2020/2021
EPWP Integrated Grant to Provinces	<ul style="list-style-type: none"> To incentivize provincial departments to expand work creation efforts through the use of labour intensive delivery methods in the identified focus areas in compliance EPWP guidelines 	<ul style="list-style-type: none"> Number of people employed and receiving income through the EPWP Increased average duration of the work opportunities created 	R11, 638	2020/2021

Annexure D: District Development Model¹⁰


Area of Intervention	Medium Term (3 years - MTEF)				
	Project Description	District Municipality	Location: GPS Coordinates	Project Leader	Social Partners
Town Planning	Various Hostels 546 new units and 218 refurbishments	eThekwini	Various Locations	Director Social Housing and CRU	eThekwini Municipality
Land Transfer and Building plans approval	Bridge City Social Housing Project 1130 units	eThekwini	-29.729089/ 30,983039	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, ODA
Construction of Units	Donnelley 128 CRU units	eThekwini	-29.924056/ 30,991183	Director Social Housing and CRU	eThekwini Municipality
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	44 Lancers Road	eThekwini	-29.858305/ 31,009132	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	2 Epsom Road 174 social Housing units	eThekwini	-29.84986/ 31,018226	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	3 Morans Lane 79 social Housing Units	eThekwini	-29.858739/ 31,0061.31	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	71 Play fair Road 177 Social Housing Units	eThekwini	-29.843997/ 31,0345.53	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	1 Henwood Road Social Housing Project	eThekwini	-29.815094/ 30, 865531	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Water, Sanitation, Roads, Stormwater, Electricity, Environmental Management and Town planning	144 45 th avenue Sherwood 128 Social Housing Units	eThekwini	- 29.500607/ 30,575359	Director Social Housing and CRU	eThekwini Municipality. SHRA, Financial Institutions, SHI
Infrastructure & Top structure Construction	Cornubia Ph 2	Ethekwini	31,0293 -29,657449	Ethekwini	Tongaat Hulett
Infrastructure & Top structure Construction	Umlazi	Ethekwini	30,8761 -29,977473	Ethekwini	None
Infrastructure & Top structure Construction	Amaoti	Ethekwini	30,9956 -29,674898	Ethekwini	None

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Information relates the eThekwini metropolitan municipality as the district profiles for district municipalities have not been finalised. Projects implemented by the Department within the municipalities are however aligned to the Integrated Development Plans.

Annexure E: Alignment to PGDP

PGDP Objective	Department Impact Statement	Department Outcome Statement	Outcome Indicator	Output Indicator
Promote sustainable human settlements	Sustainable livelihoods through transformed human settlements	Spatial transformation through multi-programme integration	Number of projects catalytic projects implemented Number of projects implemented within the gazette PDAs	Number of Catalytic projects in planning Number of human settlements development projects planned in accordance with the KZN HSMSP's focus areas/ PDAs Number of Hectares of land procured/proclaimed Number of Social Housing Units completed Number of Community Residential Units completed Number of Beneficiaries subsidized in terms of the FLISP programme
		To achieve sustainable livelihoods through adequate housing and improved quality living environment	Number of informal settlements upgraded Number of BNG houses delivered through housing programmes of the housing code Number of serviced sites delivered through housing programmes of the housing code	Number of Housing units completed through housing programmes (excluding social/rental/CRU and FLISP) for households earning up to R3,500 Number of sites serviced through housing programmes to households earning up to R3500 Number of units maintained Number of units rectified for Pre -1994 stock Number of Land Parcels devolved to Municipalities for human settlements development in terms of Section 15 of the Housing Act, 1997 Number of projects in planning to upgrade informal settlements to Phase 3 Number of informal settlements upgraded to Phase 3
Promote SMME and entrepreneurial development		To restore dignity through providing home ownership	Number of title deeds issued (Pre-1994 and Post 1994)	Number of title deeds registered for the subsidy market (from April 2014) Number of post-1994 title deeds registered (April 1994-March 2014) Number of Pre-1994 title deeds registered Number of rental units sold to beneficiaries Number of designated group companies trained
		To provide radical economic transformation through the provision of economic opportunities throughout the human settlements value chain.	Number of economically empowered companies of designated groups	Number of work opportunities created through related programmes Number of Full Time Equivalent (FTE's) created Number of targeted person's days of work Number of EPWP beneficiaries provided with accredited training Approved Human Resource plan implementation report Approved ICT Governance Framework Reviewed annually
Improve the efficiency, innovation and variety of government-led job creation programmes		To improve accountability through the enforcement of good governance principles	A clean audit outcome	Approved Fraud Prevention Plan Reviewed annually Annual financial statements timeously submitted Annual Performance Information management report submitted
Build government capacity				
Eradicate fraud and corruption				
Promote participative, facilitative and accountable governance				

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