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Provincial Minister: Human Settlements

This five-year strategic plan is the beginning of a new approach to the provision of housing. It sets us on our path of achieving our vision of integrated and sustainable human settlements with access to social and economic opportunities for all the people of the Western Cape.

This is not a vision that can be achieved overnight. It is a vision we must work towards.

We intend to accelerate the provision of housing opportunities by prioritising in-situ upgrading of informal settlements and the provision of serviced sites. In so doing, we aim to do a little for many more people, rather than doing relatively much more for only a few.

The government has limited resources at its disposal, and we must spread those resources as widely as possible. We also want to prioritise those that are most vulnerable – with limited or no access to basic services and no security of tenure.

However, we must also encourage those beneficiaries with the wherewithal to become agents of their own destiny and to start to build their own houses on plots they will now own.

If the human settlements we build are to be sustainable, then housing beneficiaries must take personal responsibility for their role. Therefore, one of the key goals in this Strategic Plan is to inculcate a sense of ownership among beneficiaries of state housing assistance. It is important that they appreciate both their rights and their responsibilities.

We will not stop building houses altogether, but we will place greater emphasis on the provision of serviced sites. Therefore, once again, we will need to target the most vulnerable – the elderly and the disabled – in our selection of beneficiaries for housing projects. We must ensure that this selection is fair and transparent. This is another key goal of this strategic plan.

In addition, we must use the resources at

Foreword

our disposal optimally and efficiently. This means exploring new methods, materials, designs, layouts, etc. to achieve optimal cost-effectiveness and energy and resource-use efficiency.

We must acknowledge that the department of human settlements has many partners in achieving our vision of integrated and sustainable human settlements. As the primary implementers of human settlement development, municipalities are central role players. In addition, a number of provincial departments play a role in ensuring that there is access to amenities such as schools, clinics, libraries and sporting facilities as well

as economic opportunities. Therefore, a co-ordinated approach to human settlement planning across spheres of government and within the provincial government is a crucial objective that supports our other goals.

Naturally, we must have a fully capacitated department to achieve all of our strategic goals, and so that is the final strategic goal in this plan. We have done much work towards achieving this goal already.

As the Premier said in her State of the Province Address in February, visible change may be gradual, but the plans are now in place. That change will come, and it will be fundamental.

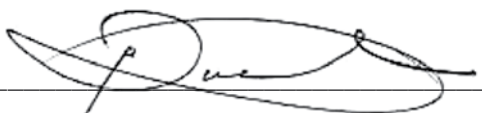
It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Human Settlements under the guidance of Provincial Minister B Madikizela;
- Takes into account all the relevant legislation, policies and other mandates for which the Department of Human Settlements is responsible; and
- Accurately reflects the strategic goals and objectives which the Department of Human Settlements will endeavour to achieve over the period 2010/2011 to 2014/2015.

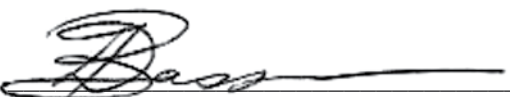
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List of Abbreviations

BESP	Built Environment Support Programme	LED	Local Economic Development
COGTA	Department of Cooperative Governance and Traditional Affairs	LEFTE	Less Formal Township Establishment Act
CNA	Capacity Needs Analysis	WC -LEFTE	Western Cape Less Formal Township Establishment Amendment Act
CS	Community Survey 2007- Stats SA	LUPO	Land Use Planning Ordinance
CSIP	Capacity Support Implementation Plan	MEC	Member of the Executive Council
DBSA	Development Bank of Southern Africa	MIG	Municipal Infrastructure Grant
DEDAT	Department of Economic Development and Tourism	MM	Municipal Manager
DEADP	Department of Environmental Affairs & Development Planning	NDOHS	National Department of Human Settlements
DM	District Municipality	NHBRC	National Home Builders Registration Council
DOLG	Department of Local Government (Western Cape)	NSDP	National Spatial Development Perspective
DORA	Division of Revenue Act	NT	National Treasury
EE	Employment Equity	PDOHS (WC)	Provincial Department of Human Settlements (Western Cape) aka the Department
EIA	Environmental Impact Assessment	PT	Provincial Treasury
EHP	Emergency Housing Programme	PSDF	Provincial Spatial Development Framework
EPWP	Expanded Public Works Programme	SCM	Supply Chain Management
GDP	Gross Domestic Product	SDF	Spatial Development Framework
HR	Human Resources	SG	Strategic Goal
HSP	Human Settlement Plan	SO	Strategic Objective
HSS	Housing Subsidy System	WCSHSS	Western Cape Sustainable Human Settlement Strategy
IDP	Integrated Development Plan		
KPA	Key Performance Area		
KPI	Key Performance Indicator		

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Part A: Strategic Overview

1. Vision

Developing integrated and sustainable human settlements, with access to social and economic opportunities for all the province's citizens.

2. Mission

The mission of the Department of Human Settlements is:

- To be effective agents of change in capacitating and supporting municipalities to optimally deliver housing opportunities;
- To promote, facilitate and develop integrated and sustainable human settlements; and
- To facilitate delivery through sound administration and the engagement of all spheres of government and social partners.

3. Values

The department's values are underpinned by the principles of Batho Pele. In addition, the department espouses the following:

- Integrity which includes honesty, fairness and respect;
- Trust;
- Responsibility and accountability;
- Harnessing diversity;
- Participative decision-making;
- Transparency;
- Professionalism including friendliness;
- Efficient service delivery;
- Social responsibility; and
- Dedication to a culture of learning.

4. Legislative and other mandates

4.1 Constitutional mandates

Chapter 2 (Bill of Rights) of The Constitution, Section 26¹ requires the state to:

- Take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of everyone's right of access to housing; and
- To ensure no-one is evicted from their home, or has their home demolished, without an order of the court made after considering all the relevant circumstances.

The Constitution² further provides that housing is a competency that is held concurrently by national and provincial governments.

Section 156 (1) and (2) of the Constitution³ provides for the powers and functions that a municipality has executive authority for, of which housing as a core competency is not explicitly included.⁴

However, the Constitution, in Section 156 (4), further states that national and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of matters listed in schedule 4A

¹ The South African Constitution Act 108 of 1996

² Schedule 4

³ Chapter 7

⁴ Local government has thus been afforded a set of 'core' competencies in the Constitution itself. At present, housing is not one of these core competencies, since this is held concurrently by national and provincial government as per Schedule 4 Part A

and 5A⁵, matters which necessarily relate to local government, if:

- a) The matter would most effectively be administered locally; and
- b) The municipality has the capacity to administer it.

As a result of these sections (read together) the housing function has now been deemed in national policy to be a function that meets the above-mentioned criteria.

4.2 Statutory Mandates

The following key pieces of legislation currently govern the housing environment:

(i) Housing Act, 1997 (Act 107 of 1997)

The mandate of the National Department of Human Settlements (NDOHS) is set out in the Housing Act. Section 2 of the Housing Act compels all 3 spheres of government to give priority to the needs of the poor in respect of housing development.⁶

In addition, all 3 spheres of government must ensure that housing development:

- (a) Provides as wide a choice of housing and tenure options as is reasonably possible;
- (b) Is economically, fiscally, socially and financially affordable and sustainable;
- (c) Is based on integrated development planning; and
- (d) Is administered in a transparent, accountable and equitable manner and

⁵ Schedule 4 refers to functional areas of concurrent national and provincial legislative competence of which housing is included. Schedule 5 refers to functional areas of exclusive provincial competence

⁶ S2(1)(a).

upholds the practice of good governance Section 2(1)(c).

The NDOHS is in the process of investigating amendments to the Act to give greater impetus to both the letter and spirit of section 156 of the Constitution. These amendments intend to provide a legislative basis for:

- Assigning the housing function to municipalities where appropriate; and
- To compel national and provincial government bodies to build the capacity of municipalities in order to facilitate assignments that are under consideration.

The Housing Code is issued in terms of this Act. Besides outlining National Housing Policy 1 document, the Code also provides guidelines and suggestions as to how the Policy should be implemented. In 2009, the NDOHS released a comprehensive revision of the Housing Code to take account of all available subsidy instruments that have evolved over the previous 15 years.

(ii) Prevention of Illegal Eviction From and Unlawful Occupation Of Land Act, 1998 (Act 19 of 1998)

The Prevention of Illegal Eviction From and Unlawful Occupation Of Land Act was promulgated in 1998. The Act repeals the Prevention of Illegal Squatting Act 52 of 1951 and makes provision for a fair and equitable process to be followed when evicting people who have unlawfully invaded land, from their homes. The Act makes it an offence to evict such invaders without following due process of law.

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(iii) Housing Consumers Protection Measures Act, 1998 (Act 95 of 1998)

The Act provides for the establishment of a statutory regulating body for home builders. The National Home Builders Registration Council (NHBRC) is tasked with registering every builder and regulating the home building industry by formulating and enforcing a code of conduct. The Act provides for the protection of housing consumers by providing warranty protection against defects in new homes. The implementation of the Act is monitored continuously by the department.

(iv) Rental Housing Act, 1999 (Act 50 of 1999)

This Act repeals the Rent Control Act of 1976 and defines Government's responsibility for rental housing property. It creates mechanisms to promote the provision of rental housing and the proper functioning of the rental housing market. To facilitate sound relations between tenants and landlords, it lays down general requirements for leases and principles for conflict resolution in the rental housing sector. It also makes provision for the establishment of Rental Housing Tribunals and defines the functions, powers and duties of such tribunals.

(v) Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000)

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.

(vi) Western Cape Housing Development Act, 1999 (Act 6 of 1999)

This Act provides for the promotion, facilitation and financing of housing facilities in the Western Cape.

(vii) Other legislation

- Land Use Planning Ordinance 1985 (Ord. 15 of 1985) LUPO;
- Less Formal Township Establishment Act 1991 (Act 13 of 1991) LEFTE;
- Western Cape Less Formal Township Establishment Amendment Act 2007 (Act 6 of 2007) WC-LEFTE;
- Sectional Title Act 1986 (Act 95 of 1986);
- Disestablishment of South African Trust Limited Act 2002 (Act 26 of 2002); and
- Housing Development Agency Act (Act 23 of 2008).

(viii) Planned Legislation

The National Department of Human Settlement has recently tabled the following bills:

- (i) The Sectional Titles Management Bill, to deal with the management and administration of sectional titles schemes; and
- (ii) The Community Scheme Ombud Service Bill, to establish a dispute resolution mechanism for all community housing schemes.

The National Minister of Human Settlements, announced in his Budget Vote Speech (2009) that there will be several legislative amendments to existing legislation as well as the development of some new legislation

in the foreseeable future. These legislative interventions are being developed to address the current legislative gaps and weaknesses in order to accelerate the delivery of housing opportunities. They include:

- Amendments to the Housing Act, to align it with the ethos, principles and intention that underpins the creation of sustainable integrated human settlements;
- The Land Use Management Bill; and
- Housing National Code.

The Premier of the Western Cape announced in the State of the Province Address (2010) that she had submitted for review to the President, a number of onerous national housing and planning legislation, which requires streamlining. This would ensure optimal delivery of integrated human settlements.

The Premier furthermore announced in the State of the Province Address that the Provincial Government is currently reviewing all provincial spatial planning legislation with the aim of consolidating it into one Act that streamlines, simplifies and clarifies roles and responsibilities regarding land use planning.

4.3 Policy Mandates

(i) National Spatial Development Perspective (NSDP), 2002

The NSDP became national policy in 2002 and remains in place. It demonstrates the high levels of deprivation which often coincides with areas of high economic growth potential. The NSDP provides a framework for the

development of the national space economy.

(ii) Provincial Spatial Development Framework (PSDF), 2005

The Framework sets out “an integrated social, economic and environmental framework” for the spatial development of the province in order to guide public and private investment.

Flowing from the NSDP, the PSDF argues that public capital investment, including expenditure on housing, should be directed towards towns and regions of high growth potential.

The PSDF also provides norms about the nature of physical development within human settlements.

(iii) “Breaking New Ground” (BNG) - A comprehensive plan for the development of sustainable human settlements, 2004

“Breaking New Ground”, first tabled in 2004, remains the national government’s policy framework for housing. The framework provides for several programmes which were formulated as strategic objectives. The programmes are as follows:

- Stimulating the Residential Property Market;
- Spatial Restructuring and Sustainable Human Settlements;
- Social (Medium-Density) Housing Programme;
- Informal Settlement Upgrading Programme;
- Institutional Reform and Capacity Building;
- Housing Subsidy Funding Systems Reforms; and
- Housing and Job Creation.

Part A: Strategic Overview

The BNG policy also provides the policy impetus for assigning the housing function to municipalities. The BNG states that a framework should be established “to address various legislative and policy gaps to enable municipalities to manage the full range of housing instruments within their areas of jurisdiction”.

4.4 Planned Policy Initiatives

4.4.1 Prioritising secure access to basic services

The department will upscale the provision of serviced sites (and reduce the number of houses built) over the next 5 years in order to accelerate the provision of housing opportunities to more inadequately housed citizens. The department will lobby national government to ensure that bulk infrastructure is adequately funded to meet the increasing number of connections required. This will result in more inadequately housed people getting access to basic services and land. Where possible, existing informal settlements will be upgraded as most communities converge on land that is already closer to social and economic opportunities i.e. work, schools, clinics, etc.

4.4.2 Inculcating a sense of ownership

The department will expand its consumer education programme for municipalities, as well as undertake its own community outreach initiatives, in order to make beneficiaries aware of their rights and responsibilities as both home owners and tenants. It will also increase the

involvement of beneficiaries in the building of their houses through more effective stakeholder engagement. It will address the legislative, policy, institutional and resource weaknesses of the “People’s Housing Process” programme (PHP). Linked to this will be an incremental increase in the proportion of state-funded houses built under this programme. This will have the added benefit of building social cohesion, empowering smaller contractors and encouraging the transfer of skills to local people. We will also promote security of tenure by increasing the rate at which properties are transferred into the names of beneficiaries and title deeds handed over.

4.4.3 Acquiring well-located land for well-planned integrated human settlements

The department will lobby national departments, state-owned enterprises, other provincial sector departments and municipalities to make more of their well-located land available for human settlement development, as well as acquiring privately owned land. We will also strengthen support to municipalities and assist them to produce credible human settlement plans that put new settlements close to transport corridors and economic opportunities and include the provision of social amenities.

4.4.4 Increasing densities of new housing developments

The department will develop clear guidelines with minimum densities which have to be met by municipalities to get their human

settlement proposals approved. Standards will be customised to suit the circumstances of different municipalities and different areas of municipalities. For example, higher densities will be required closer to transport corridors and economic hubs.

4.4.5 A fairer allocation of housing opportunities

The department will introduce a municipal database support programme that will ensure that proper data is collected, collated and verified in an integrated and synergised manner. This will ensure that the selection of beneficiaries is based on accurate, comprehensive and up-to-date information and minimise the risk of non-qualifiers benefiting. In addition, the department will implement a standardised, transparent and fairer allocation policy and process with minimum criteria which municipalities will need to include in the selection of beneficiaries. In this regard the department will amend its allocation and selection policy to take cognisance of the demographic profile of the housing need in the local areas (e.g. the number of informal settlement dwellers vs. backyard dwellers).

The department will also develop a consumer education programme for municipalities to engage with communities about the selection of beneficiaries for a project. By communicating clearly with potential beneficiaries about the number of people who will be accommodated and getting their buy-in to the selection process before beneficiaries are selected, much dissatisfaction

and possible protest action against projects can be avoided.

4.4.6 Reducing our carbon footprint

The department will encourage sustainable resource use by exploring alternative technologies, designs, layouts, topography, etc. in order to achieve the most energy and cost-effective development. This response will benefit both the environment and the beneficiaries, as they will spend less on water and electricity as well as receiving a more valuable asset.

4.4.7 Co-ordinated and integrated planning

The department will introduce a much stronger co-ordinated approach to human settlement planning and integrate the work of different departments and spheres of government involved in the planning, using Municipalities' Integrated Development Plans (and, in particular, the Human Settlement Plan chapter) as the basis.

4.4.8 Closing the gap in the property market

The department is constrained in what it can directly affect with the limited resources at its disposal and how its housing allocation may be spent due to the policies and prescripts. However, the department will work with the private sector, the NDoHS and National and Provincial Treasury to encourage the implementation of a state-backed finance scheme to reduce the risk for financial institutions and property developers to service this market. It will also encourage the development of inclusionary housing

and mixed use developments by making well-located state land available for such developments, subject to a proportion of the project being developed for the gap market. The government will also seek to raise non-state funding to increase the supply of rental stock to service this market through partnerships with social housing institutions and private developers.

4.4.9 Improving property management

The department will engage with municipalities to implement a new Community Residential Unit process to encourage improved property management and higher collection rates. In the case of its own rental stock, the department will work with external partners, such as social housing institutions, to improve the collection rates and enhance the maintenance of its properties.

5. Situational Analysis

5.1 Strategic Overview

The department is committed to accelerating delivery, while promoting social cohesion through the development of integrated and sustainable human settlements in an open opportunity society.

Sustainable human settlement development is a poverty alleviation tool, which enables the creation of employment opportunities while creating assets for citizens through land and/or housing, thus ultimately promoting social cohesion and leveraging economic growth.

Sustainable human settlements must

take into account physical and social health, opportunities for access to the economy, environmental suitability, legal and security concerns, etc. Therefore they must, among other things, comprise of the following:

- Well-managed residential areas;
- A growing economy;
- Accessible and available social and economic facilities;
- Accessible to job opportunities;
- Accessible transport facilities; and
- Growth of asset values.

With these aspects in mind, the department compiled a sustainability criteria tool. This tool will enable effective and objective planning and assessment of the level of sustainability of housing projects in order to ensure the systematic creation of sustainable human settlements across the province.

The province is currently confronted with a pressing need for thorough, coherent spatial planning that will underpin the various components of its growth and development strategy. Provincial policies must have a spatial dimension and will be fundamentally compromised if they are based upon poorly-conceptualised municipal spatial development frameworks and human settlement plans.

To address these needs in a more focused way, the Built Environment Support Program (BESP) has been initiated. This programme sets out to:

- Transform Apartheid planning patterns;
- Restructure urban areas by supporting the revision of Municipal Spatial Development

Frameworks & 5-year Human Settlement Plans; and

- Capacitating municipalities to carry out their planning and delivery functions.

The BESP will be underpinned by a focused policy and research agenda that would inform planning of integrated sustainable human settlements in future.

In an effort to achieve a better understanding of the housing demand, the NDoHS, with the support of the department, embarked on a process to determine the housing demand in the Western Cape.⁷ Municipalities are also involved in ensuring that this process would be sustained in future so that the information can be utilised for their planning processes and integrated development plan updates.

Currently, the provincial housing backlog is estimated between 400 000 to 500 000. The housing demand is calculated in terms of the extent to which existing dwellings satisfactorily support the occupants – thus inhabitants of informal settlements, overcrowded conditions and backyard shacks are taken into account when estimating the backlog. Similarly, 2001 census data informs estimates of housing need in so far as calculations are based on those earning within or under the existing subsidy bands. Furthermore, information regarding the tenure status is likewise considered and therefore rented accommodation (both

privately-owned and public stock that is rented) is also taken into account.

In order to incorporate more recent data from Statistics South Africa (StatsSA; Community Survey 2007), the department has initiated a research project to investigate the use of several data sources with the purpose of obtaining a more realistic and objective estimate of the current housing demand in the province.

In response to the housing demand, the supply side of housing is considered in terms of the budgeted amounts for the different municipalities and the extent to which these institutions have been able to absorb and disburse their housing budgets effectively.

5.1 Housing Delivery Environment

The Western Cape Province has a land surface of 129 307km² and an estimated population of 5 278 584 according to the Community Survey (CS-07) conducted by Statistics South Africa in 2007.

The province is divided into 5 district municipalities and 1 Metro. Cape Town, which is located on the south-western tip, dominates the province economically, as well as in terms of the population it supports. This is followed by the Cape Winelands District Municipality (DM) and the Eden District Municipality (DM), with the second and third largest major concentration respectively.

The table below indicates the physical size and populations of the metro and the various district municipalities in the Western Cape.

⁷ This process was launched during 2006 in the Metropolitan area of Cape Town. Building on the lessons learnt from this process, the initiative was intensified and extended to the rest of the Province. Information from this second phase was made available during the second half of 2009.

Part A: Strategic Overview

Table 5.1: Surface area and population of the Western Cape, by District Municipality (1996 and 2001)

District/Metro Municipalities	Area (km ²)	Population number		Population density	
		1996	2001	1996	2001
Cape Town	2 502	2 563 095	2 893 247	1024.4	1156.4
Cape Winelands	22 298	563 176	629 489	25.3	28.2
Eden	23 332	380 880	454 924	16.3	19.5
West Coast	31 141	234 608	282 672	7.5	9.1
Overberg	11 395	159 006	203 519	14.0	17.9
Central Karoo	38 873	56 111	60 483	1.4	1.6
Western Cape	129 307	3 956 876	4 524 335	30.5	35.0

Note: Population density is measured by the number of people per square kilometer.

Source: The State of the Population in the Western Cape Province (StatsSA 2006)

The Housing Delivery Environment consists of the following ten sub headings:

- Population Distribution;
- Employment;
- Incomes;
- Cape population data;
- Population growth trends;
- Housing situation and demand;
- Household numbers in Cape Town;
- Land needs;
- Service needs and impacts on service delivery; and
- Housing delivery environment constraints.

a) Population Distribution

Table 5.2: Western Cape population: Urban/Non-urban

District/Metro Municipalities	% Urban	% Rural
Cape Town	99.0	1.0
Cape Winelands	67.2	32.8
Eden	81.3	18.7
West Coast	64.7	35.3
Overberg	64.7	35.3
Central Karoo	67.0	33.0
Total	74.0	26.0

The spread of the population across the province reflects a high proportion that is urbanised.

- According to the CS-07, the population of the Western Cape Province is estimated at some 5.28 million people. This represents an increase of 17% from the 2001 census (StatsSA 2007). The population is distributed across the metro and 5 district municipalities as follows:

b) Employment

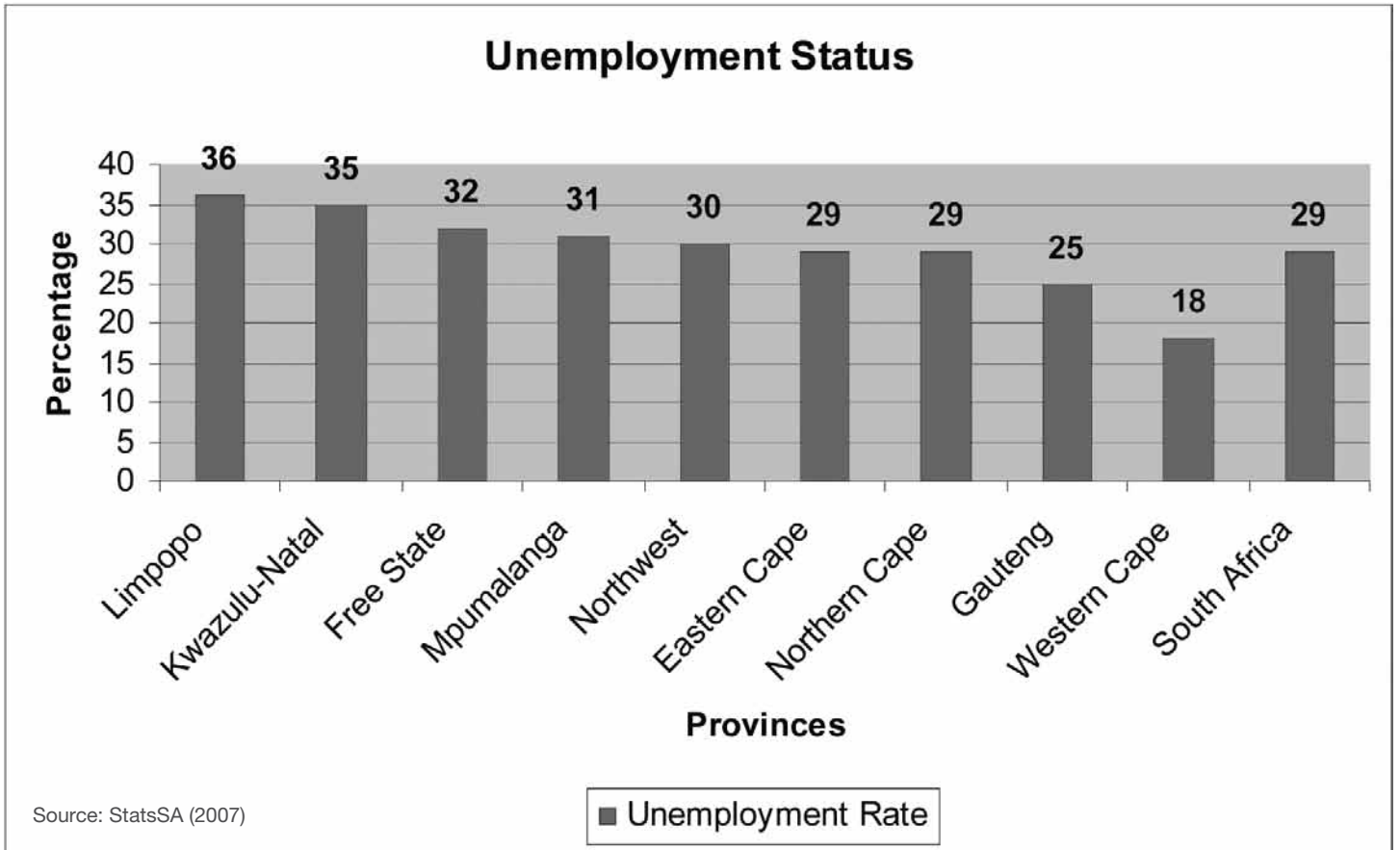
According to CS 07, the official unemployment rate for the Western Cape is 18%. This is the lowest unemployment figure of all

Table 5.3: Population distribution per district (2006)

District/metro	Total population	Percentage
Cape Town	3 497 103	66.3%
Cape Winelands	712 411	13.5%
Eden	513 306	9.7%
West Coast	286 748	5.4%
Overberg	212 784	4.0%
Central Karoo	56 232	1.1%
Total	5 278 584	100%

Source: StatsSA (2007)

Figure 5.1 Unemployment status by province (2006)



the provinces.⁸ Figure 5.1 illustrates the unemployment status of the various provinces in 2006.

Although the unemployment rates are relatively low compared to the national average, the rapid in-migration of people from the Eastern and Northern Cape in particular, to the Western Cape, places great strain on government resource and services, specifically in terms of housing demand.

c) Incomes

The national per capita income in 2005/06

was R18 908, up from R12 411 in 2000.⁹ The estimated per capita income in the Western Cape stood at R21 344 in 2000 and increased significantly to R29 677 in 2005/06. On average, the household in the Western Cape earned about R135 029 per annum, an increase of R59 688 or 56 percent between 2000 and 2005/06. South Africa as a whole registered an average annual household income of R74 589 in 2005/06. The Western Cape Province is therefore relatively better off than the country as a whole if measured by per capita income

⁸ (Marindo, Groenewald & Gaisie 2008)

⁹ The household incomes in the Western Cape is derived from the Provincial Economic Review & Outlook (2008).

Part A: Strategic Overview

and average household income.¹⁰

The demographic breakdown indicates that the White population accounted for 53 percent of total household income, followed by the Coloured population with approximately 39 percent and the African population receiving 7.9 percent in 2005/06. Access to employment opportunities and the creation of employment, through the establishment of sustainable human settlements, is therefore critical to bridging income disparities across population groups.

d) Cape Town Population Data

With such a high proportion of the province's population residing in Cape Town, an examination of the socio-economic status of the city's residents is relevant. Census data indicates the following:

- 2001 census 2 893 247
- 2007 survey 3 497 103

This reflects an average annual growth rate of 3%. The age-sex population pyramid for Cape Town reflects a typical developing population being skewed towards the younger age group where 65% is younger than 34 years of age, and 27% is younger than 14. The male/female ratio reflects 52% female and 48% male. This young population has obvious implications for future growth scenarios.

The educational levels reflect that more than half of the Cape Town population has not completed matric. Of 939 444 workers, 27% were in the service/sales/clerical industries;

21.7% in the unskilled or elementary sector and 21.4% in professional and technical fields. A further 29% of the metropolitan population was unemployed, and unemployment figures were slightly higher for females than for males. Unemployment increased in the City from 20% to 29% during the period 1996 to 2001.

It becomes clear that with the current young age structure, the demand for housing opportunities will continue to increase in future.

e) Population growth trends¹¹

The Western Cape's share of the estimated current total national population (of 48 502 063) grew from 9.7% in 1996 to 10.9% in 2007. The Western Cape is 1 of only 2 provinces that has increased its population over this period¹². The growth rate per annum over the inter-census period of 1996-2001 was 2,7%, which is higher than the national growth rate of 2%. However since 2001, the growth rate of the Western Cape population has declined fractionally to 2.6%, while the South African growth rate has declined significantly to just 1.3%. Table 5.4 compares the population numbers and growth between the Western Cape and South Africa. The Western Cape has the lowest total fertility rate (TFR) in the country, estimated at 2.28 children per woman. According to estimates on the 1996 census, the overall South African TFR was 3.3 children per woman. Higher infant mortality rates are indicative of poor living

¹⁰ Ibid 11

¹¹ The following examination of the population dynamics of the Western Cape is derived from Marindo, Groenewald & Gaisie (2008).

¹² the other is Gauteng

Table 5.4: Comparison of population numbers and growth between the Western Cape and South Africa (1996, 2001 and 2007)

Year	Population		Share of total population (%)	Population growth per year (%)	
	Western Cape	South Africa		Western Cape	South Africa
1996	3 956 875	40 583 573	9.7	–	–
2001	4 524 335	44 819 778	10.1	2.7	2.0
2007	5 278 585	48 502 063	10.9	2.6	1.3

Source: StatsSA (2007)

conditions which reflect the lack of adequate basic services and shelter.

The Western Cape has the highest average life expectancy at birth of all provinces, while sharing a national scenario of decreasing life expectancy due to higher mortality rates associated with the HIV/AIDS pandemic. The current life expectancy at birth of over 60 years for both males and females is expected to decrease to just below 60 years in the Western Cape (StatsSA 2007). Regardless of these trends the Western Cape is still experiencing population growth. This may be ascribed largely to positive net migration.

During the period 2001-2006, it is estimated that the Western Cape lost just under 120 000 people to out-migration, but gained three times more through in-migration to the province, producing a net migration gain of more than 240 000 people (about 48 000 households per annum). The same trends are expected to continue up to 2011, but at a lower volume. The net migration is expected to decrease to below 200 000 during this period. The Western Cape is therefore expected to remain a destination for migrants and, in terms of population dynamics, to experience continued

growth of its population as a result.

Migratory dynamics within the Western Cape are equally revealing. Firstly, the province's population is over-concentrated in the City of Cape Town (CoCT), where more than 60% of the population reside. Cape Winelands, Eden and Overberg each have relatively large but minority proportions of the population. West Coast and Central Karoo, which have the largest land surface areas, have the smallest populations. The CoCT attracts the largest and majority proportion of migrants from other provinces and within the province, of migrants coming from other district municipalities. The only two significant attractor district municipalities, apart from CoCT, are Eden, which attracted a sizeable proportion of migrants from the Eastern Cape, and Cape Winelands, which gained migrants from other district municipalities. The CoCT as a residential destination continues to receive the lion's share of all inter provincial and international immigrants.

The Western Cape is therefore experiencing high population growth rates, particularly on the coastal plains and mountain-valley landscapes. The district municipalities of

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Overberg, West Coast and Eden, which are located in these areas, are showing high annual growth rates, while Central Karoo shows a far lower growth rate.¹³

The coastal districts also appear to be growing more rapidly than the inland centres.¹⁴ This migration pattern appears to affect all economic groups with the slowest increase being recorded in the Central Karoo. The housing implications of these migration trends are deemed, therefore, to be relatively insignificant when considering the total housing backlog across the province. The main

emphasis in this regard, the PSDF suggests, should be on addressing the existing housing backlog rather than accommodating new growth.

f) Housing Situation and Demand

The departments Sanitation Backlog Study (2007) revealed that the population of the Western Cape Province is housed in a number of different housing types. Table 5.5 depicts the nature of these dwellings, as well as the number of households living in these dwellings throughout the Province.

Table 5.5: Number of households and dwelling type in Cape Town and the Local Authorities (2006)

Local Authority	Number of households			Total Existing backlog
	Informal housing with no access to basic sanitation (excluding BD)	Informal housing with access to basic sanitation (excluding BD)	Backyard dwellers (BD) with access to shared services	
City of Cape Town	100	120 000	180 000	300 100 (CoCT estimates this figure at 400 000)
Cape Winelands District	2 039	7 308	29 175	38 522
Langeberg	0	628	4 635	5 263
Breede Valley	470	2 041	5 180	7 691
Drakenstein	1 189	2 112	10 200	13 501 (Drakenstein estimates 2600)
Stellenbosch	10	300	7 560	7 870
Witzenberg	0	2 227	1 600	3 827
Farmland	370	0	0	370
Eden	8 376	7 491	19 513	35 380

¹³ (Marindo, Groenewald & Gaisie 2008).

¹⁴ PSDF

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Local Authority	Number of households			
	Informal housing with no access to basic sanitation (excluding BD)	Informal housing with access to basic sanitation (excluding BD)	Backyard dwellers (BD) with access to shared services	Total Existing backlog
Bitou	2 190	98	1 057	3 345
George	0	3 470	6 130	9 600
Hessequa	126	95	3 402	3 623
Kannaland	50	0	1 030	1 080
Knysna	4 737	2 753	1 539	9 029
Mossel Bay	0	950	3 490	4 440
Oudtshoorn	273	125	2 865	3 263
Farmland	1 000	0	0	1 000
West Coast	992	2 346	12 538	15 876
Berg River	0	0	565	565
Cederberg	205	512	830	1 547
Matzikama	188	485	1 155	1 828
Saldanha Bay	0	1 045	4 996	6 041
Swartland	249	304	4 992	5 545
Farmland	350	0	0	350
Overberg	2 650	4 348	10 429	17 427
Cape Agulhas	322	0	620	942
Overstrand	0	2 683	4 749	7 432
Swellendam	322	100	820	1 242
Theewaterskloof	1 156	1 565	4 240	6 961
Farmland	850	0	0	850
Central Karoo	450	72	2 000	2 522
Beaufort West	0	72	1 182	1 254
Prince Albert	0	0	660	660
Laingsburg	0	0	158	158
Farmland	450	0	0	450
Provincial Total	14 607	141 565	253 655	409 827

Source: Sanitation Backlog Survey (2007)

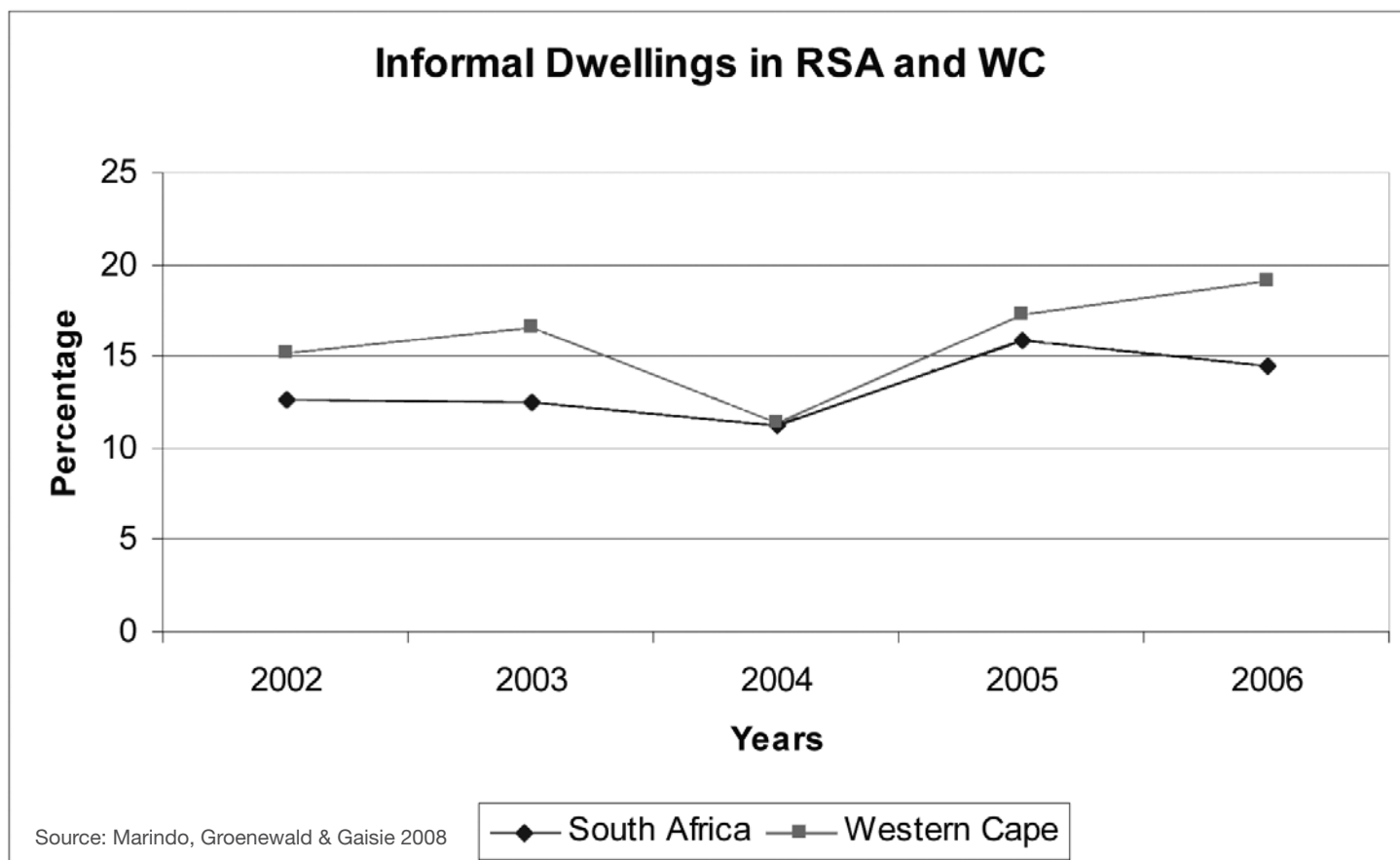
The table above indicates that the percentage of informal dwellings in the province increased from 15.1% in 2002 to 19.1% in 2006 (StatsSA 2007). The table also indicates that the provincial backlog is estimated at approximately 409 827. The CoCT

however, estimates that its backlog alone is approximately 400 000 and by implication the provincial backlog should be approximately 500 000.¹⁵ This provincial increase is

¹⁵ The CS 2007 provincial backlog figures are 308 000.

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Figure 5.2 Informal dwellings in South Africa and the Western Cape (2002 - 2006)



proportionately higher than the increase in the national figure as indicated in figure 5.2 above.

Cape Town comprises some 66% of the total provincial population as well as the greatest proportion of housing need. It is therefore necessary to analyse the prevailing situation in the metropolitan area in more detail.

The CoCT reports that an estimated 44% of the 904 000 households in the city are inadequately housed. The housing need in the CoCT is estimated at 400 000 families. According to the City of Cape Town, approximately 310 000 are registered on the City's housing database. Furthermore 39% of all households and 77% of informal settlement

households live below the poverty line. There are approximately 223 informal settlements.

A number of other social factors which impact upon the housing situation in the CoCT have been identified. These include a severe HIV/AIDS problem that is compounded by prevalence of tuberculosis affecting mainly the poorer population, those most in need of housing.¹⁶ Thus, housing is being delivered in the context of high mortality among heads of households, or subsidy beneficiaries. Additionally, family size is constantly changing with estimates ranging from 3.9 to 4.5.

¹⁶ (CoCT 2009).

There has also been an increase in the number of “unhousables”, or those households that receive a subsidy but then decide to remain in an informal area.¹⁷

g) Land needs

One of the key challenges to the development of sustainable human settlement development is the limited availability of suitable land for the inadequately housed. The state needs to have at its disposal a multiplicity of instruments and interventions in the land and property market. The intention is to influence the property market via the redirection and redistribution of revenues and resources through various value-capturing strategies and partnerships in the private and public sector institutions.

To stimulate and redress this land shortage for housing developments, the department is developing a land management plan to look at how it will release land to municipalities and beneficiaries, in terms of the Housing Act 107 of 1997.

h) Services needs and impacts on service delivery

Access to services (serviced sites which includes piped water, electricity and proper sanitation) remains one of the core indicators to determine the extent to which government’s policies and practices are assisting the poor to improve the quality of their lives, and whether they are “sharing in the benefits of economic growth. Asset equality is attained through access to basic services (water, sanitation,

¹⁷ Ibid 18

energy and refuse removal) and social services (health care, education and skills development and shelter). The City of Cape Town Population Profile highlights the following:¹⁸

- A decline in access to services occurred during the period between the census of 1996 and that of 2001. Where previously some 90% of the population had enjoyed piped water, either in their dwelling or on their site, by 2001 this was reduced to 84%.
- Access to sanitation indicated that 7% of people had no access to sanitation services with a further 5% who utilised either a pit latrine or bucket system. Although the decline was not as marked as that for water services, access has declined since 1996.
- Access to electricity supply had improved by 10% with more households gaining access to this service since 1996. The majority of households use electricity for both lighting and cooking. What is positive is the improvement in the quality of life for a greater number of people in urban areas.¹⁹

i) Human Settlements Delivery Environment Constraints

The Western Cape Province faces some generic constraints in fulfilling its housing mandate, which include:

- Limited capacity at municipal and provincial level to plan, implement and monitor housing projects;
- Migration from neighbouring provinces;

¹⁸ Presentation prepared by the City’s Strategic Information Unit in 2003,

¹⁹ (Source: City of Cape Town Population Profile).

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- Increase in informal settlements;
- Limited bulk infrastructure;
- MIG alignment to housing budget allocation;
- The cost and availability of well located, suitable land for housing remains a major challenge. This is the initial step in providing housing;
- Cost of building materials;
- Limited funding for human settlement development to adequately address the backlog; and
- Timeframes as prescribed by several pieces of legislation relating to Planning and Development processes are lengthy.

5.1.1 Spatial analysis of housing delivery

Spatial analysis of housing delivery in the Western Cape is based upon HSS data. Table 5.6 indicates the number of projects that have been undertaken in each of the district municipalities from 2004 to 2009.

Table 5.6: HSS Housing Projects in the Western Cape Province (2009)

District Municipality	HSS Housing Projects	Percentage (%)
City of Cape Town	540	51.9
Cape Winelands	142	13.7
Eden	141	13.5
West Coast	95	9.1
Overberg	94	9.0
Central Karoo	29	2.8
Provincial Total	1 041	100

* Source: DLG&H (2009)

More than 50% of the housing projects were located within the metropolitan area of the CoCT. This high percentage is aimed

at addressing the pressing need within the metropolitan area. The projects outside of the metropole have also been distributed proportionally to the district municipalities with the greater housing needs. Therefore almost 14% of the housing projects are located in the Cape Winelands district, which has a housing need of more than 29 000 families. Only 2.8% of the projects are situated in Central Karoo, which has a housing need of only 2 522 households. These percentages highlight the department's strategy of allocating resources to address the greatest housing needs in the province. Figure 5.3 notes the location of the HSS projects in terms of the settlements and towns within the province.

Figure 5.3 highlights the department's strategy, of locating housing projects in areas where the need is most as well as areas of high development potential.

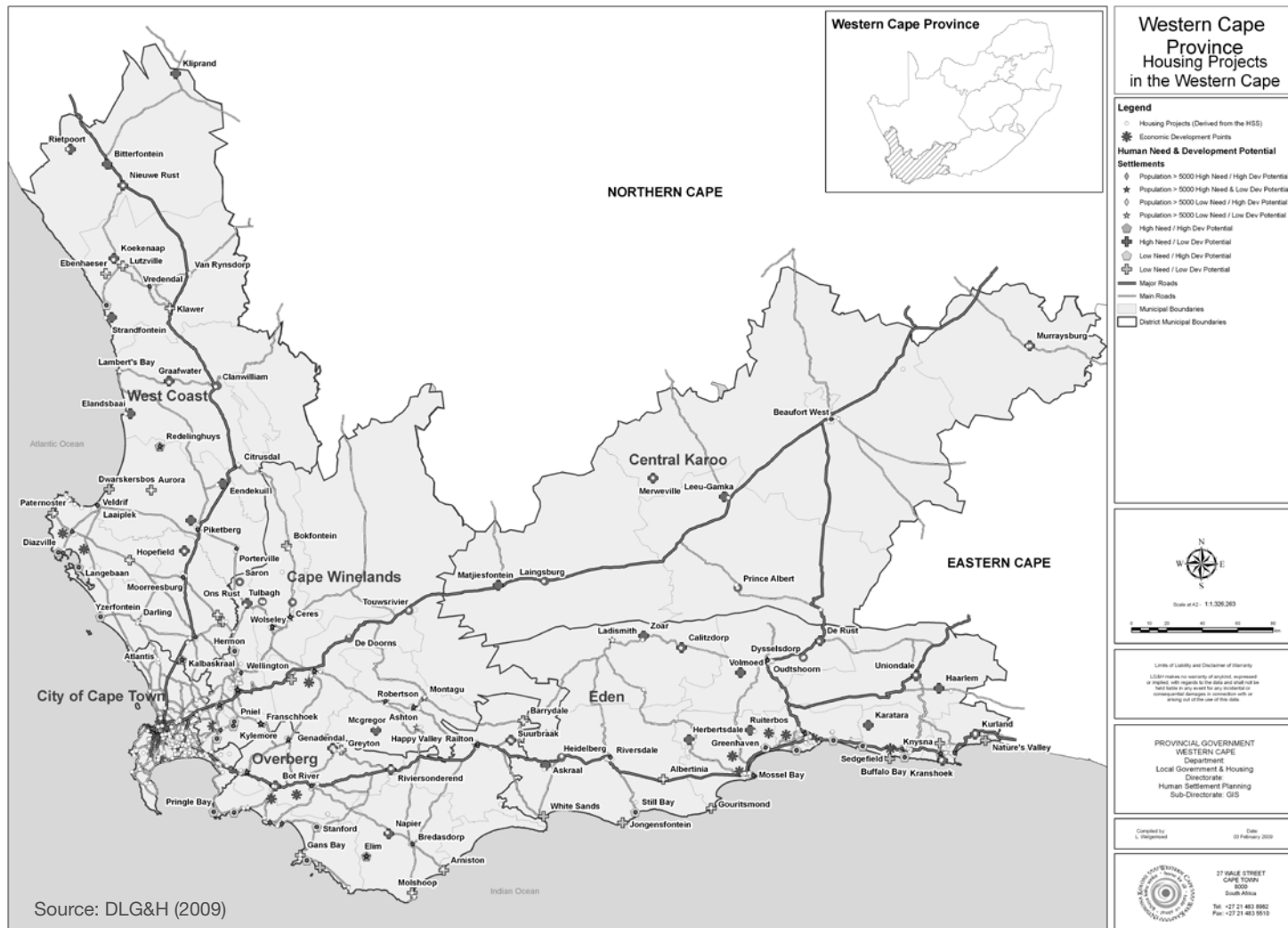
5.1.2 Social Housing

Restructuring zones for the implementation of Social Housing currently occurs only within the City of Cape Town. Identification of additional restructuring zones within the Province is an important growth area. Investigations are currently underway to enable the establishment of restructuring zones in other growing municipalities.

The department is managing the development of a social housing pipeline within the Cape Town metro, aimed at the development of new social rental housing through partnerships.

The department is also in the process

Figure 5.3 HSS Housing Projects in the WC



of formulating a Provincial Rental Housing Strategy and Operational Plan. The Strategy will be underpinned by land investigation, a demand study and additional research to guide the fast-tracking of rental housing delivery within the Province. The department has partnered with the Social Housing Foundation which could aid the development of rental

strategies across all Provinces.

In addition, the Province is exploring the conversion of current provincial rental stock into Social Housing or Community Residential Unit (CRU) opportunities. There are currently thirty two proposed social housing projects in the City of Cape Town, consisting of approximately 6000 housing units.

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5.1.3 Spatial Investment

Within the province, two main regions are identified as possessing particular economic growth potential. These are the City of Cape Town, which encompasses the adjoining parts of the Overberg, Cape Winelands and West Coast district municipalities and the region adjacent to George, Mossel Bay and Knysna municipalities. Noting the figures regarding the provincial housing backlog, the City of Cape Town region comprises some 66% of this need. The second region is George municipality in Eden district.

In addressing housing needs for these two regions, the following approaches should be considered:

- Spatial Development Framework (SDF): land identification for developments;

- Urban Core: allowing mixed land use on well located land, densification on under-utilised land and bringing people closer to the CBD;
- New Housing Delivery: Encourage diverse housing environments and settlement types through greater densities, housing design, housing credit and the delivery route. Numerous sites have been identified to cater for different initiatives, being Greenfield development, consolidation projects, social housing projects and gap housing projects, restitution projects and emergency housing projects;
- Upgrade of Informal settlement programme (UISP): In situ upgrading will be managed so that the informal settlements, wherever possible, will be integrated into the urban fabric to overcome spatial, social and

Table 5.7: Description of leader and priority towns in the Western Cape Province (Growth Potential Towns in the Western Cape 2004)

The following towns are proposed as “leader towns” requiring concentrated investment in infrastructure and housing:	Further, towns that present both high potential and high need include the following:
Vredendal	Ashton
Vredenberg	Ceres
Saldanha	Elim
Swellendam	Franschoek
Malmesbury	Gansbaai
Worcester	George
Wellington	Grabouw
Beaufort West	Beaufort West
Oudtshoorn	Oudtshoorn
Paarl	Paarl
Stellenbosch	Kalbaskraal
Hermanus	Hermanus
George	Klapmuts
Knysna	Knysna
Mossel Bay	Plettenberg Bay

economic exclusion; and

- Area-based urban renewal.

The Western Cape Sustainable Human Settlement Strategy (WCSHSS) provides an overarching strategic framework and principles for the development of Sustainable Human Settlements. It, however does not give specific guidance on how we should achieve the outcomes. The department thus needs to develop a plan in this regard. In addition, in order to achieve the intended outcomes, a comprehensive, multi-disciplinary approach to capacity support within the context of Integrated Sustainable Human Settlements is required. The plan should be an action orientated 2030 vision, intended to provide strategic direction to a range of stakeholders in the housing sector.

The department is in the process of developing a Capacity Needs Analysis (CNA) and Capacity Support Implementation Plan (CSIP) to address skills shortages and further improve human settlement capacity support to municipalities. Specific focus would be on spatial planning, the development of Human Settlement Plans (HSP's) and their implementation, environmental impact assessments (EIA's) and sustainability evaluation.

5.1.4 National Priorities and Challenges

a) National Priorities

The department's strategic direction is aligned with the national priorities and in particular national outcome 8 with the following desired outputs:

1. Accelerated Delivery of Housing opportunities;
2. Access to basic services;
3. More efficient land utilisation; and
4. Improved property market.

b) National Challenges

A key challenge in the development of integrated human settlements is integrated planning between and within the 3 spheres of government. In order to address this, the PGWC is working towards aligning the NSDP and PGDS with the Municipal Integrated Development Plans. The department will continue to do this by supporting municipalities in the development of Housing Chapters of IDPs in an attempt to strengthen integrated planning. The department will also continue to enhance its hands on support through the BESP, which is a collaborative initiative between the DEADP, DOLG, DOHS, Department of Transport and Public Works (DOTPW) and Department of Economic Development and Tourism (DEDAT).

5.1.5 Provincial Priorities and Challenges

a) Provincial Priorities

The department's strategic plan is aligned to the ten strategic objectives of the province and in particular:

- Optimising integrated human settlements;
- Maximising economic and employment growth;
- Maximising health outcomes;
- Maximising sustainable resource development ;

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- Increasing social cohesion;
- Alleviating poverty;
- Clean, value-driven, efficient, effective and responsive government;
- Reducing crime;
- Increasing access to safe and efficient transport; and
- Measuring health outcomes.

b) Provincial Challenges

The Province is confronted with a pressing need for thorough, coherent spatial planning that will underpin the various Strategic Objectives of the Provincial Government.

The current housing delivery model can not address the current and future need for housing, as the growing demand continues to exceed supply. Most of this demand consists of families living in informal structures (in informal settlements and backyards) with limited or no access to basic services. This situation results in a breakdown of social cohesion and poses a serious social, crime and health risk for the people in these communities. It also severely limits their economic opportunities and poses a risk to the environment and, sometimes as a consequence, the economy.

At current rates of delivery – combined with household growth fuelled in large part by in-migration – the number of households with inadequate shelter is likely to nearly double, from between 400 000 and 500 000 currently to over 800 000, over the next thirty years. At this rate we will not be able to meet the Millennium Development Goals with respect to access to basic services over the next five years.

Some of the challenges that need to be overcome in the province include:

- Well-located land is in short supply, and new housing developments are often located close to the urban edge, far away from economic opportunities and social amenities, with inadequate integration into towns and cities, resulting in urban sprawl.
- There is currently a gap in the property market, with numerous families whose household income exceeds the upper limit for subsidised housing, but is not high enough to access mortgage finance from the private sector (R3500- R9000). Contributing to this gap are the high input costs, which limit the number of affordable units being developed for this market, as well as the difficulty in accessing affordable finance were supply to be increased.
- A number of beneficiaries rent out or even sell their state-funded houses, generally informally and at a fraction of the value of the asset, and move back into shacks in informal settlements. This situation is further complicated by the backlog in transferring title deeds to beneficiaries. In addition, the collection rates of rentals from tenants in state-subsidised rental units are notoriously low.
- The greatest source of dissatisfaction with government's delivery of housing opportunities is the perception of being left behind – that some people are benefiting at the expense of others. This is partly a result of the fact that we can only afford to house

about 16 000 families under the existing delivery model. However, it is exacerbated by the perceived inconsistency and opacity of the beneficiary selection process which varies from municipality to municipality, as does the quality, integrity and accuracy of the housing demand data.

- As a developing country we have to balance the responsibilities of improving the living conditions of, and opportunities available to, our poorest citizens with protecting the environment for future generations and limiting our impact on climate change. Until now, sustainability, energy efficiency and its economic benefits for the beneficiary have not played a significant role in determining how we develop human settlements.
- The development of integrated human settlements is currently hampered by inadequate co-ordination between the different spheres of government, and among provincial government departments, especially when it comes to aligning bulk infrastructure spending and plans for the provision of amenities such as schools, clinics, libraries and other community facilities.

5.2 Human Settlements Organisational Environment

5.2.1 Institutional Challenges

A key challenge for the department is transforming itself into a learning organisation that is developmentally orientated, motivated, fully equipped and capacitated for effective

service delivery. The department needs to align its resources, systems and processes to implement its strategic plan and the strategic plan of the provincial government. An analysis of the institutional context identified the following challenges as key priority areas:

a) Stakeholder Management

There is a critical need for the department to engage and manage stakeholders. Stakeholders were broadly divided into two categories namely non-governmental organisations and community based organisations, representing communities, themselves, and secondly the private sector²⁰ and international donor organisations. It was recognised that different competencies and skills sets are required in managing these two very diverse stakeholder categories.

b) Organisational planning, monitoring, reporting and evaluation

Monitoring will be done through the implementation of the legislated strategic management framework for the public sector. An organisational performance management system has been operationalised. This system builds on the current legislative reporting framework i.e. quarterly performance reporting to Provincial and National Treasury and the NDOHS. This system includes resources dedicated to assessing the performance reports verifying and auditing data and holding the senior

²⁰ It mainly includes banks, developers, and business involved in corporate social investment spending etc.

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management team accountable for delivery on a quarterly basis. The system will be updated and aligned to ensure the monitoring and evaluation of the strategic objectives of the provincial government and the strategic plan of the department, as well as the provincial government project management dashboard system.

c) Project Management

The department does not have a fully fledged integrated project management system in place. The department identified the need to adopt a fully fledged project management approach, given that its core business is the built environment sector. This need was further reiterated by the Modernisation Programme in line with the Provincial Government Strategic Objective 10. The department will re-engineer its processes to ensure that it develops a project management office to drive and institutionalise project management across the department which will be linked and aligned to the Organisational Programme Monitoring and Evaluation system of the department and the provincial government.

d) Information Management

Institutional memory remains a key challenge, and a comprehensive information management system is required to support the department's reporting processes and knowledge management in general. Data integrity and reporting is a further challenge that is being addressed through increased resource capacity. The department initiated projects to

assess all its information and knowledge needs and is establishing an integrated information management system which includes a departmental Intranet, a Virtual Resource Centre and Knowledge Centre (VRC/KC), and an Information Warehouse.

The Master Systems Plan which is the framework for the department's information management system requires a significant revision and alignment with the government's current strategic objectives and in particular objective 10.²¹ This alignment will inform the Information Communication Technology (ICT) solutions required. Furthermore, the department's ICT infrastructure is archaic and not geared towards the achievement of provincial government strategic objectives.

5.2.2 Data Management Systems

a) Correspondence and file tracking system

A file and correspondence tracking tool is used by staff to log and track the movement of documents internally and externally. A key challenge is that the system is not integrated with other information systems.

No contact tracking is currently implemented. A disparate set of tools for creating and maintaining contact lists is used at personal, project, directorate and departmental level. A coordinated system that is properly managed and maintained will be developed as part of the MSP. The systems will be

²¹ The Provincial Government's objective 10 states that it will provide a "clean, value driven, efficient, effective, and responsive government".

upgraded and integrated as part of the overall modernisation process related to e-filing.

b) Housing Subsidy System

The housing subsidy system is a database and information system managed by the NDOHS that is used to record information pertaining to recipients of the housing subsidy and detailed information relating to the various subsidy instruments and development projects. The system has recently been enhanced to enable the capturing of budgetary information and can be used to provide management information and to monitor the physical progress of projects. Accessibility and integration of the systems with other systems remains a challenge.

5.2.3 Human Resource Management Systems

a) Staff Performance Management System

The Staff Performance Management System is an important tool to ensure the effectiveness of the department. The department migrated its paper-based system to an IT system. There has been incremental progress in the implementation of the system. However, a key challenge is the full alignment of the system to the organisational programme performance of the department. This linkage will be incrementally implemented over the next 5 years.

b) Persal

A complete personnel salary and management information system on all personnel matters is in place and is operating optimally. The system is updated regularly by the principal, National Treasury, to provide management information needed for reporting purposes. However, again the key challenge is that it is not integrated with other systems, such as access control, and secondly it is not completely paperless. This system will be enhanced through the modernisation process.

5.2.4 Financial systems

a) Debtor System

The Debtor System is a national database and information system that is used to administer loans, sales and rental debtors. The system is fully operational but needs to be updated and better managed.

b) Logis

Logis is the transversal procurement system belonging to National Treasury and the system is fully operational.

c) Basic Accounting System (BAS)

BAS is an online accounting system that is used to effect all payments and allocate all expenditure and revenue to the respective cost centres. It is also used for financial reporting purposes. This transversal system is owned by National Treasury.

6 Description of the Strategic Planning Process

Strategic Planning Process

The strategic planning process was broadly broken down into 3 phases

Phase 1 May – Aug 09

- Strategic Conversations;
- Strategic Directives;
- Development of the Vision, Mission and Strategic Goals.

The strategic planning process began in May 2009 and was led by the Executive Authority, Minister Madikizela. A strategic conversation workshop with the Minister and the Senior Management was held in which the political policy priorities of the provincial government and the department were discussed.

This was followed by a second strategic directives workshop again led by the Minister with his Senior Managers on the 4th June 2009 in which the key priorities were further unpacked. This process provided the platform for the strategic plan.

Following the strategic conversation and directive sessions a strategic planning session was held on 3 and 4 August 2009 with all senior managers. A consultative approach was utilised and the logic model was implemented. 10 municipalities including the CoCT were invited. In addition, two other Provincial Human Settlements departments – Limpopo and Gauteng, as well as other provincial sector departments including the DotP participated.

The workshop focused on:

- Obtaining a better understanding of the housing policy objectives of the new political leadership of the province and to engage with the Minister;
- Reviewing the impact and effectiveness of the provincial housing policies, programmes;
- Considering the funding and project realities for the department over the next MTEF period;
- Considering alternative housing service delivery approaches and models; and
- Conducting a situational and environmental analysis.

Furthermore, the workshop was aimed at formulating the vision, mission, long term housing goals (impacts) and medium term strategic objectives to achieve these goals (outcomes); i.e. the top two parts of the pyramid portrayed below:

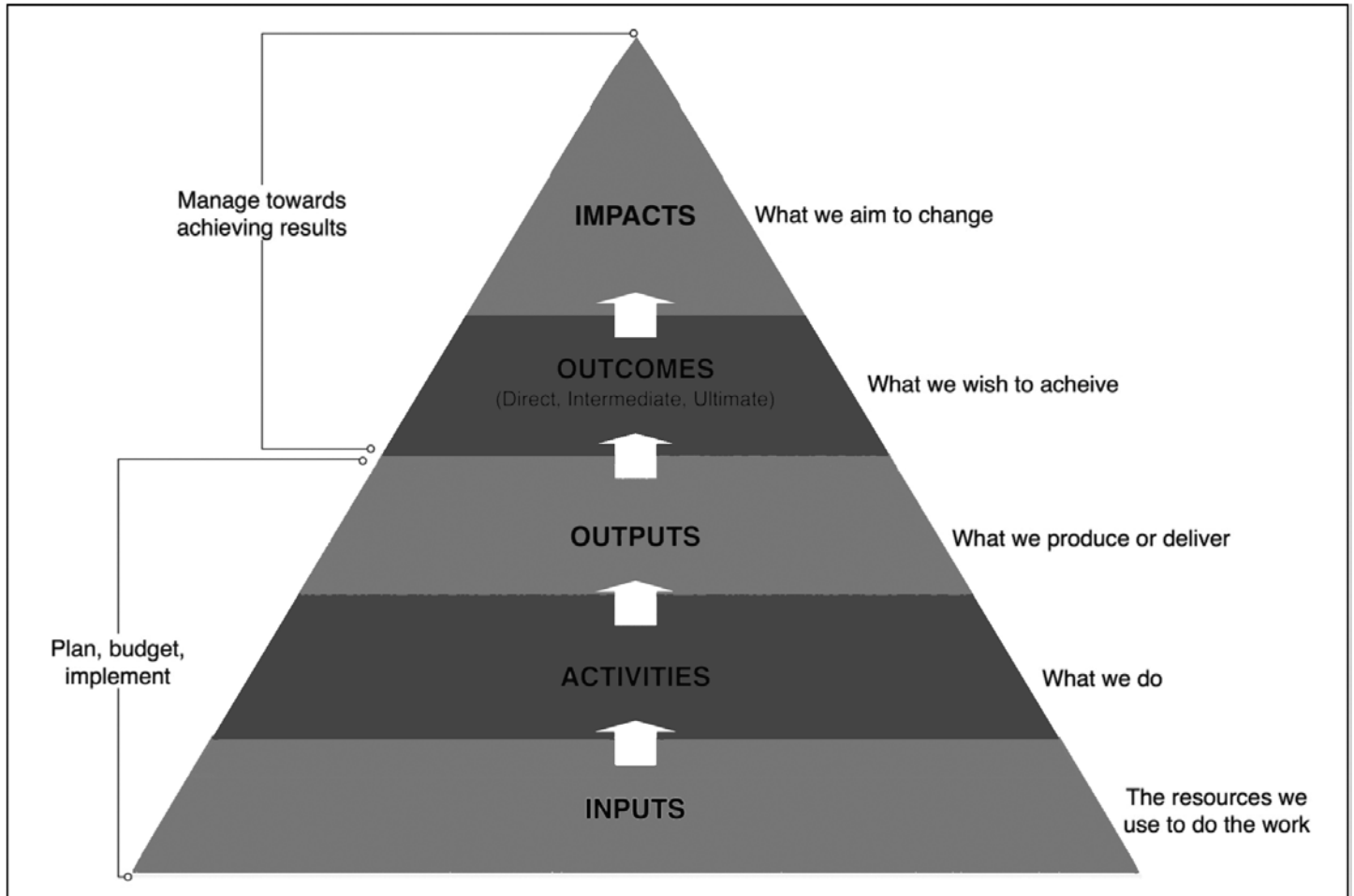
Following this workshop a number of individual one on one sessions were held with the relevant managers to refine the strategic objectives.

The first draft of the Strategic plan which included the Vision, Mission, and Strategic Goals was finalised in August 2009.

Phase 2 Sept – Dec 09

- Refinement of Strategic Goals;
- Development of Strategic Objectives;
- Development of Technical Indicators;
- Alignment with National and Provincial Outcomes and Objectives.

Figure 6.1: Planning Logic Model



This phase consisted of a number of one on one sessions with individual senior managers as well as group sessions, culminating in chief directorate work sessions. During this period objectives were developed and the goals were refined. The first attempt for the development of indicators also began. This process ran simultaneously with the development of the Provincial Government Strategic Objectives development process. The department played the lead role in the development of objective six and participated in the development of objective 7.

The process to align the structure and

budget to implement the strategy also started during this period.

Phase 3

- Alignment of the Strategy with national and provincial outcomes, objectives policies and plans;
- Refinement and finalisation of the Vision, Mission, Strategic Goals, Strategic Objectives and Indicators;
- Finalisation of structural alignment and budget;
- Sector inputs.

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A number of one on one and group sessions were again held with senior managers to refine the goals, objectives, indicators and targets. An important process was the finalisation and alignment of the strategic plan to the Provincial Government Strategic Objectives, the National Government Objectives and the City of Cape

Town's priorities. This phase culminated in sign off workshops with all senior managers to ensure buy-in and agree on the structures, systems, skills, staff and shared values that are needed to achieve the agreed goals and objectives.

7 Strategic Goals of the Department

Table 7.1: Goal 1

Short Title	Accelerate the provision of Housing Opportunities including the prioritisation of serviced sites
Goal statement	The department will prioritise the development of serviced sites – in situ upgrading in order to address the housing demand and meet the MDG in respect of basic services. Secondly it will play strong advocacy and lobbying role to ensure that bulk infrastructure is provided.
Justification	To ensure that more people without adequate housing have access to housing opportunities, i.e. a fully serviced plot with basic services which include water, sanitation, and electricity.
Links	This goal is linked to the National Outcome 8, and provincial government's strategic objective to "optimise human settlement integration". There is also a growing appreciation that there is a need to streamline the housing funding mechanisms so that housing grants are consolidated into a single grant that responds to human settlements requirements.

Table 7.2: Strategic Goal 2

Short Title	Inculcate a sense of ownership, rights & responsibility amongst housing beneficiaries, tenants & owners
Goal statement	The department will research the reasons for lack of ownership of some beneficiaries of housing projects and introduce a comprehensive programme to address the underlying reasons. The department will also increase its education and awareness campaigns in respect of housing beneficiaries' rights and responsibilities.
Justification	A core principle of the Provincial government's objective to build an open opportunity society for all is ensuring that citizens which includes housing beneficiaries understand the basic rights and responsibilities.
Links	This goal links with the provincial government's strategic objectives i.e. "optimise human settlement integration", building social cohesion and a responsive, efficient and transparent government.

Table 7.3: Strategic Goal 3

Short Title	Provide a fairer allocation of housing
Goal statement	The department will introduce a standardised process and system through which beneficiaries are selected.
Justification	With the limited resources at the department's disposal it is critical to ensure that there is an objective and fair basis for the allocation of housing to beneficiaries. At the moment, there is no standardised, transparent and fair process or system for selecting beneficiaries.
Links	This goal also links to the provincial government's strategic objective 10 which includes developing functional information systems and to give citizens greater access to government benefits and systems. It is also linked to strategic objective six - "optimise human settlement integration".

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Table 7.4: Strategic Goal 4

Short Title	Optimal use of resources and partnerships
Goal statement	The department will use the resources that are available for providing housing infrastructure and human settlements more efficiently. The department will explore leveraging additional sources of funding over and above the MTEF projections for the grants to be provided by national government
Justification	Both the funding and land that are expected to be available to address the housing needs in the province, are unlikely to be adequate to eliminate the housing backlog in the near future. Hence innovative ways have to be found to use the available resources as efficiently as possible. Because the projected allocations to be received from national government will not address the housing needs in the province additional sources of funding have to be explored
Links	This goal will contribute to the achievement of the provincial government’s objective to “deliver clean, efficient, cost effective, transparent and responsive public administration”, as well as to “optimise human settlement integration”.

Table 7.5: Strategic Goal 5

Short Title	Introduce a co-ordinated approach to human settlement planning through effective Integrated Development Planning .
Goal statement	Recognising that national and provincial goals need to influence, and be influenced by, IDPs at municipal level, the department will make a concerted effort to ensure that all the departments and municipalities involved in the delivery of human settlements projects in the province work together in a cooperative and coordinated way.
Justification	Providing integrated human settlements requires that apartheid settlement patterns be broken and that housing be provided in localities where communities are close to employment opportunities, transport, schools, clinics and other public amenities. It also requires that the different spheres of government and the different organs of state work in a coordinated way when planning and delivering infrastructure projects. Despite the fact that cooperative governance is enshrined in the Constitution and subordinate legislation, the implementation thereof remains a challenge. A focused approach is therefore required to make this a reality within the province. The department therefore needs to gear itself to participate in the relevant IGR structures and to influence IDPs.
Links	This goal will contribute to the achievement of the provincial government’s objectives i.e. objective six “optimise human settlement integration”; “Create opportunities for sustainable economic and employment growth” ; clean, efficient, cost effective, transparent and responsive public administration”, and maximising health outcomes reducing crime, increasing social cohesion, alleviating poverty, and maximising sustainable resource development.

Table 7.6: Strategic Goal 6

Short Title	Fully functional department capacitated to deliver services.
Goal statement	<p>Fully functional department that is accountable for delivering quality services and which plays a more active role in housing project management.</p> <p>The structures, systems and processes of the department will be reviewed and reconfigured in order for the department to play a pro-active role in the initiation of projects and in their implementation and monitoring.</p>
Justification	<p>The department has traditionally played the role of funder of housing projects. Requests for funding are received from municipalities which act as the housing developers. As a result the department has become a passive role player in addressing the housing needs of local communities. In order to ensure that the funding allocated to these projects achieves its intended purpose it requires a much more hands-on approach in the initiation, implementation and monitoring of housing projects. This requires a fundamental review and realignment of the structures, systems and processes of the department.</p>
Links	<p>This goal will also contribute to the achievement of the provincial government's goal to Deliver clean, efficient, cost effective, transparent and responsive public administration.</p>

Part B: Strategic Objectives; Resource Considerations and Risk Management

In pursuance of the strategic goals outlined in the previous part, strategic objectives have been set for:

Programme 1: Administration

Programme 2: Housing Needs, Research and Planning

Programme 3: Housing Development

Programme 4: Asset and Property Management

1. Strategic Objectives

Strategic Goal 1: Accelerate the provision of opportunities including the prioritisation of access to basic services in human settlements

SG: 1

Table 1.1: Strategic Objective: 1.1

Short Title	Upscale the provision and implementation of serviced sites.
Objective statement	The department will influence municipalities to increase the proportion of their housing allocation spent on upgrading informal settlements and servicing sites.
Baseline	With the current equal delivery on serviced sites and top structures, only about 16 000 people can be assisted per annum.
Justification	<p>With the current housing backlog at approximately 400- 500 000 the existing delivery model and funding allocation will not adequately address the backlog. By prioritising the up-scaling of service sites, the state will be able to provide more housing opportunities to more beneficiaries i.e. doing more with less.</p> <p>Furthermore, housing projects are often planned without ensuring that the existing infrastructure is sufficient to support such projects. Municipalities do not always budget for the installation or maintenance of infrastructure effectively. Secondly, the private sector should be encouraged to come on board in terms of providing bulk infrastructure and assisting in the process of providing alternative bulk services.</p>
Links	This strategic objective will contribute to the departmental strategic goal of accelerating the provision of housing opportunities through serviced sites. This objective also links with the provincial government's strategic goal to "optimise human settlement integration".

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 1

Table 1.2: Strategic Objective 1.2

Short Title	Reduce bulk infrastructure as a constraint to human settlement development.
Objective statement	The department will interact with the national departments of Cooperative Governance and Traditional Affairs and Human Settlements with a view to aligning MIG and Human Settlement Development, and using the housing grant for bulk infrastructure, if necessary.
Baseline	At present the housing grant cannot be used for the provision of bulk infrastructure.
Justification	Because the provision of bulk infrastructure has fallen behind housing projects, it is necessary to prioritise investment in such infrastructure even if it means temporarily diverting funds from the housing grant to such projects.
Links	This strategic objective will contribute to the strategic goal of providing housing opportunities through serviced sites. This objective also links with the provincial government's strategic goal to "optimise human settlement integration".

Strategic Goal 2: Inculcate a sense of ownership, rights and responsibility amongst housing beneficiaries

SG: 2

Table 1.3: Strategic Objective 2.1

Short Title	To promote security of tenure through effecting transfer to qualifying beneficiaries
Objective statement	The department will identify the backlog with the allocation of title deeds of past housing projects and develop a plan to eliminate this backlog The plan will include preventative measures through withholding final payments to contractors until they have met all their obligations as well as the procurement of additional resources e.g. conveyancers.
Baseline	There is a considerable backlog in the provision of title deeds to the beneficiaries of state housing projects. Furthermore, contractors do not always prioritise title transfers as part of their responsibilities.
Justification	Without a title deed, the asset has little value and can also not be legally sold.
Links	This strategic objective will contribute to the strategic goal of inculcating a sense of ownership and responsibility among the beneficiaries of housing projects. This objective is linked to the provincial government objectives, optimising human settlement integration and maximising economic and employment growth.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 2

Table 1.4: Strategic Objective 2.2

Short Title	Educate beneficiaries in respect of their rights and responsibilities of home ownership and rental
Objective statement	The department will expand its programme focusing on educating and informing the beneficiaries in respect of ownership and tenant rights and responsibilities. The education and awareness programme will also support the department's work in promoting a fairer allocation of housing.
Baseline	At present, there is a programme, but attendance is not consistent.
Justification	There are indications that many beneficiaries of state housing projects sell or rent out their houses and move back into shacks. Those that they sell to are often people who are not eligible for a subsidised house, which has the effect of increasing the backlog further. Part of the reason for this behaviour is because these beneficiaries are in survivalist mode, but another reason is because they do not fully know or understand their rights and responsibilities. As the department makes progress in developing new processes and systems to promote a fairer allocation of housing this also needs to be communicated. Furthermore, there is a high rate of non-payment by tenants in provincial government properties.
Links	This strategic objective will contribute to the strategic goal of inculcating a sense of ownership and responsibility among the beneficiaries of housing projects; and promoting a fairer allocation of housing. This objective also links with the provincial government's strategic objectives to "optimise human settlement integration" and increasing social cohesion as well as clean, value driven, efficient, effective, and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 2

Table 1.5: Strategic Objective: 2.3

Short Title	Increase beneficiary involvement in development of housing opportunities.
Goal statement	The department will identify problems with the implementation of the PHP, revise the policy accordingly and put the required mechanisms in place to implement the new policy across the province. The policy's objective will be to enable the department to increase the percentage of houses built using this instrument.
Justification	Because PHP encourages greater involvement and taking ownership by beneficiaries of state housing projects, the department intends incrementally increasing the proportion over time.
Links	This strategic goal will contribute to the strategic goal of inculcating a sense of ownership and responsibility among the beneficiaries of housing projects, as well as a fully functional department capacitated to deliver services. This objective also links with the provincial government's strategic objectives to "optimise human settlement integration"; clean, value driven, efficient, effective and responsive government; and increasing social cohesion.

Strategic Goal 3: Provide a fairer allocation of housing

SG: 3

Table 1.6: Strategic Objective 3.1

Short Title	Develop a standardised, transparent and fair policy and process for the selection of housing beneficiaries based on improved quality of data and information management.
Objective statement	The department will develop a centralised electronic data base and application guidelines to improve the quality of data and information management of community profiles and housing needs/demand. This system will also enable a common approach to housing applications.
Baseline	There is no standardisation for information collection relating to housing demand, and how beneficiaries are selected.
Justification	Service delivery protests are often sparked by perceived unfairness and malpractices in the selection of beneficiaries for housing assistance. This is because there are no common norms and standards on this issue and because there is no system to support such policies.
Links	This strategic objective will contribute to the strategic goal-fairer allocation of housing, as well as the provincial government's strategic objectives - to "optimise human settlement integration", and clean, value driven, efficient, effective, and responsive government

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 4: Optimal use of resources and partnerships

SG: 4

Table 1.7: Strategic Objective 4.1

Short Title	Increase the density of new housing developments on well located land
Objective statement	Municipalities will be encouraged to densify housing developments thereby reducing the cost of bulk infrastructure and land and limiting urban sprawl as well as addressing the issue of high costs related to well located land.
Baseline	The cost of land is not necessarily factored into the cost of development. Were this to be done, the true cost of continuing low density development would immediately be revealed and confirm the need to prioritise higher density developments.
Justification	The cost of housing construction and the limited availability of affordable land require that higher density housing developments be promoted. Furthermore, urban sprawl significantly adds to infrastructure costs while reinforcing apartheid settlement patterns.
Links	This strategic objective is linked to the strategic goal of optimal use of available resources. Furthermore, it links with the provincial government's strategic objectives- to "optimise human settlement integration", maximising sustainable resource development, and clean value driven, efficient, effective, and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 4

Table 1.8: Strategic Objective 4.2

Short title	Enhancing the supply of new rental housing opportunities and encouraging improved Property Management of rental stock
Objective statement	The department will provide rental units over the next five years and will produce a rental strategy and operational plan to ensure that rental units are well managed.
Baseline	The department currently spends 6% of its housing grant budget on the Social Housing and Community Residential Units Programmes. These programmes seek to provide rental or co-operative housing options for low income persons. Through the Enhanced Extended Discount Benefit Scheme, the department facilitates the sale of rental units to eligible tenants to empower people through asset creation and home ownership.
Justification	Particularly at these difficult economic times, and as a result of the promulgation of the National Credit Act, many people cannot become home owners. Providing them with rental accommodation is one way of ensuring that they still have access to decent living conditions while making it possible for them to become home owners when their financial situation permits this in the future.
Links	This strategic objective will assist the department in making optimal use of available resources. This objective also links with the provincial government's strategic objectives to "optimise human settlement integration", clean value driven, efficient , effective and responsive government; alleviating poverty; increasing socio cohesion.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 4

Table 1.9: Strategic Objective 4.3

Short Title	To increase sustainable resource use, which includes exploring alternative technologies, design, layout, topography, etc.
Objective statement	The department will, through research, partnerships and pilot projects, promote the use of alternative technologies.
Baseline	Low uptake of alternative technologies due to ignorance and/or negative perceptions
Justification	Several technologies have become available that could be more affordable, safe and durable than bricks and mortar. There is still limited use of these technologies. Innovative technologies could provide solutions for other specific challenges, e.g., alternative ways of providing bulk services or sanitation. A strategy to encourage understanding and buy-in of communities to the concept of alternative technologies will also enhance stakeholder management. Furthermore, it will result in a more energy efficient human settlements, culminating in environmental and economic benefits to both the environment and the beneficiaries.
Links	This strategic objective will assist the department in making optimal use of available resources. This objective also links with the provincial government's strategic goal to "optimise human settlement integration", maximising sustainable resource development, and health outcomes.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 4

Table 1.10: Strategic Objective 4.4

Short Title	Increase private sector investment in the delivery of housing
Objective statement	Based on the department's analysis of the performance of the gap market in the Western Cape, a concerted effort will be made to mobilise private sector resources to support the gap market and to provide an enabling environment for it to expand.
Baseline	GAP market (R3500-R12500 per month) that cannot access private mortgages.
Justification	The challenge of stimulating the gap market has increased with the advent of recession, the stringent lending criteria set out in the National Credit Act and, until recently, and high interest rates. Market analysts have suggested that the gap market is relatively less indebted than middle and upper segments. This gap means that a number of rungs in the property ladder are missing, i.e. neither the public sector nor the private sectors fully attend to these fully. A complete ladder is critical for the department's vision of housing as a path to asset accumulation and poverty eradication.
Links	This objective will assist in optimally using resources that are available for sustainable human settlements, as well as the provincial government's strategic goal to "optimise human settlement integration", and alleviating poverty.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 5: Introduce a co-ordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning

SG: 5

Table 1.11: Strategic Objective 5.1

Short Title	Assist high potential municipalities to become accredited as housing developers.
Objective statement	The department will implement a dedicated support programme to create capacity within municipalities to become accredited as housing developers.
Baseline	The idea of granting municipalities housing accreditation is a process envisaged in the Housing Act (no. 107 of 1997), the Municipal Systems Act (no. 32 of 2000) and the Constitution itself.
Justification	Accreditation, and specifically the concentration of funds at local level, has the potential to lead to more effective delivery because municipalities are better-placed to make decisions regarding human settlement development in areas of their jurisdiction. Furthermore, with full accreditation, municipalities will be able to approve projects quicker than is currently the case.
Links	This strategic objective will contribute to the strategic goal of a coordinated approach to human settlement planning. Furthermore it is linked to the provincial government's strategic objective of "optimise human settlement integration", and clean value driven, efficient, effective, and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 5

Table 1.12: Strategic Objective 5.2

Short Title	Strengthen support to municipalities.
Objective statement	The department will enhance its support programme with a focus on providing resources and capacity to municipalities.
Baseline	Many weak municipalities with limited capacity to skills.
Justification	The department will move away from the present model whereby virtually all projects are contractor-led on greenfield sites. In order to do this, municipalities must be able to plan, initiate and oversee projects within their boundaries. This will require intense hands-on support initially through multi-disciplinary professional teams with the idea of gradually building internal capacity such that municipalities are able to function autonomously as housing developers.
Links	This strategic objective will contribute to the strategic goal of a coordinated approach to human settlement planning through effective IDP's and HSPs. It is furthermore linked to the provincial government's strategic goal to "optimise human settlement integration", and clean value driven, efficient, effective, and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

SG: 5

Table 1.13: Strategic Objective 5.3

Short Title	Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans (IDPs) as the basis
Objective statement	The department will outline the process of integrated infrastructure planning (that outlines roles, responsibilities and accountabilities) by 2010. It will create the required capacity in accordance with this process. Furthermore it will introduce a structure and process that co-ordinates sector departments and other stakeholders involved in infrastructure delivery (a “war” room) to co-ordinate the project pipeline.
Baseline	Currently synchrony and synergy between the sector departments and other stakeholders i.e. Eskom etc is not effective. A culture of fragmentation exists in the planning of integrated human settlements
Justification	Integrated human settlements can only become a reality if practical measures are introduced to coordinate the work of different departments and stakeholders.
Links	This strategic objective will contribute to the strategic goal of facilitating integrated planning by introducing a coordinated approach to human settlements. Furthermore it is linked to the provincial government’s strategic objectives to “optimise human settlement integration” and clean value driven, efficient, effective and responsive government. .

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 6: Fully functional department capacitated to deliver services

SG: 6

Table 1.14: Strategic Objective 6.1

Short Title	Create Organisational Programme Management capability
Objective statement	The department will strengthen its ability to plan, initiate and oversee programmes and projects in an integrated way.
Baseline	Presently, the department is very far removed from project implementation because it serves only as the funder of projects. Hence it has limited influence over the initiation of projects, and is unable to properly assess the impact and outcome of projects once initiated.
Justification	Although the department intends retaining the service delivery model, whereby municipalities are the primary vehicles for delivering projects, it needs to develop an internal capacity to better monitor and evaluate programmes from conceptualisation through to project implementation and close out.
Links	This objective is linked to the provincial government's strategic objective of a clean, value driven, efficient, effective and responsive government. .

Part B: Strategic Objectives; Resource Considerations and Risk Management

2. Resource Consideration

Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Office of the MEC a	4 871	5 133	5 405	6 010
2. Corporate Services	49 794	73 853	91 085	82 489
Total payments and estimates	54 665	78 986	96 490	88 499

a MEC total remuneration package: R1 420 489 with effect from 1 April 2009.

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Current payments	52 367	73 143	90 630	83 409
Compensation of employees	26 359	35 768	48 521	49 311
Goods and services	26 008	37 375	42 101	34 098
Interest and rent on land			8	
Transfers and subsidies to Provinces and municipalities	633 15	2 297	1 487 10	620
Departmental agencies and accounts				100
Non-profit institutions	27	200	125	100
Households	591	2 097	1 352	420
Payments for capital assets Machinery and equipment	1 168 1 094	3 178 3 161	4 043 3 943	4 470 4 470
Software and other intangible assets	74	17	100	
Payments for financial assets	497	368	330	
Total economic classification	54 665	78 986	96 490	88 499

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
6 010	5 871	5 196	(11.50)	5 609	6 055
81 989	82 165	83 272	1.35	86 948	93 513
87 999	88 036	88 468	0.49	92 557	99 568

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
84 209	84 261	83 212	(1.24)	89 223	96 035
52 811	52 859	53 772	1.73	58 343	63 302
31 368	31 372	29 438	(6.16)	30 878	32 731
30	30	2	(93.33)	2	2
620	605	602	(0.50)	814	887
100	100		(100.00)		
100	100		(100.00)		
420	405	602	48.64	814	887
2 970	2 970	4 654	56.70	2 520	2 646
2 970	2 970	4 654	56.70	2 520	2 646
200	200		(100.00)		
87 999	88 036	88 468	0.49	92 557	99 568

Part B: Strategic Objectives; Resource Considerations and Risk Management

Programme 2: Housing Needs, Research and Planning

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Administration	16 550	9 009	10 526	9 773
2. Policy	514	628	619	753
3. Planning	457	640	1 022	1 084
4. Research	257	743	3 375	9 018
Total payments and estimates	17 778	11 020	15 542	20 628

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Current payments	10 372	10 847	13 830	19 128
Compensation of employees	7 068	8 268	9 453	9 816
Goods and services	3 304	2 579	4 376	9 312
Interest and rent on land			1	
Transfers and subsidies to Universities and technikons	7 145	100	1 504	1 500
Non-profit institutions		100		
Households	7 145		4	
Payments for capital assets	261	73	208	
Machinery and equipment	260	73	208	
Software and other intangible assets	1			
Total economic classification	17 778	11 020	15 542	20 628

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
9 773	9 773	7 885	(19.32)	7 832	8 468
753	753	820	8.90	863	899
1 084	1 084	3 327	206.92	3 339	3 622
4 018	3 326	3 927	18.07	4 254	4 608
15 628	14 936	15 959	6.85	16 288	17 597

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
14 128	13 436	15 718	16.98	16 288	17 597
9 816	9 816	12 214	24.43	13 252	14 379
4 312	3 620	3 504	(3.20)	3 036	3 218
1 500	1 500		(100.00)		
1 500	1 500		(100.00)		
		241			
		241			
15 628	14 936	15 959	6.85	16 288	17 597

Part B: Strategic Objectives; Resource Considerations and Risk Management

Programme 3: Housing Development

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Administration ^b	32 330	35 996	39 622	62 849
2. Financial Interventions ^a	123 345	74 057	213 670	260 280
3. Incremental Interventions ^a	601 777	1 018 946	1 121 697	1 173 645
4. Social and Rental Intervention ^a	50 161	38 911	16 408	146 000
5. Rural Intervention ^a	286	1 899	413	1 500
Total payments and estimates	807 899	1 169 809	1 391 810	1 644 274

a National conditional grant: Integrated housing and human settlement development - R1 868 843 000 (2010/11) i.e. transfer to households:

b National conditional grant: Extended Public Works Programme Incentive grant for the Infrastructure sector - R500 000 (2010/11) i.e. Goods and

Note: Included in Programme 3: Housing development as part of the above National conditional grant: Integrated housing and human settlement

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Current payments	40 628	61 667	78 466	82 519
Compensation of employees	25 787	25 958	30 603	37 923
Goods and services	14 841	35 709	47 858	44 596
Interest and rent on land			5	
Transfers and subsidies to Provinces and municipalities	766 559	1 107 974	1 313 228	1 561 755
Departmental agencies and accounts	1 577	2 725	14 878	
Universities and technikons				1 273
Non-profit institutions	50			
Households	764 932	1 105 249	1 298 350	1 560 482
Payments for capital assets	712	168	116	
Machinery and equipment	638	141	116	
Software and other intangible assets	74	27		
Total economic classification	807 899	1 169 809	1 391 810	1 644 274

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
53 694	55 349	43 298	(21.77)	46 069	49 816
260 280	260 280	104 792	(59.74)	156 257	102 005
1 173 645	1 173 645	1 482 206	26.29	1 739 160	1 750 305
146 000	146 000	281 845	93.04	246 488	147 855
1 500	1 500		(100.00)		
1 635 119	1 636 774	1 912 141	16.82	2 187 974	2 049 981

R1 812 778 000, Goods and services: R34 065 000, Transfers and subsidies: R15 000 000, Compensation of employees:

services: R500 000

development is an amount of R550 000 000 (2010/2011) earmarked for the purpose of the National Housing Lead Proj

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
60 504	74 069	84 211	13.69	110 323	109 818
41 273	41 214	43 245	4.93	46 921	50 909
19 201	32 833	40 960	24.75	63 396	58 903
30	22	6	(72.73)	6	6
1 574 615	1 562 705	1 827 781	16.96	2 077 651	1 940 163
12 860	7 360	13 500	83.42		
1 273	1 273		(100.00)		
		1 500			
1 560 482	1 554 072	1 812 781	16.65	2 077 651	1 940 163
		149			
		149			
1 635 119	1 636 774	1 912 141	16.82	2 187 974	2 049 981

Part B: Strategic Objectives; Resource Considerations and Risk Management

The main source of funding is the national conditional grant: Integrated Housing and Human Settlement Development Grant. The grant increases from R780 million in 2006/07 to R2.142 billion in 2011/12 and decreases to R2 billion in 2012/13. Included in the grant is earmarked allocations of R1 billion over the MTEF to the N2 Gateway project.

The number of staff employed by the department remained constant over the past

few years despite the increase in funding. To assist the department, the conditional grant includes a portion that can be utilised for operational expenditure in support of delivery on the grant objectives (OPSCAP) to a maximum of 5 per cent of the voted allocation to support the approved national and provincial housing programmes and priorities. The department is currently being modernised in order to perform on its mandate.

3. Risk Management

Table 3.1: Analysis of constraints and risks and measures planned to overcome them

Constraints and Risks	Measures to overcome them
Lack of capacity of municipalities and other parties responsible for human settlement development.	Department is initiating a Built Environment Support Programme to provide capacity and support. A capacity building programme for consumer education is being provided by the department.
There is a shortage of funding for bulk services as well as a huge backlog in bulk services in municipalities.	Department has embarked upon a programme to assist municipalities in the preparation of infrastructure master plans for engineering services that are provided by municipalities.
Poverty among beneficiaries.	In order to improve skills and empower communities, the principles of the EPWP are to apply to all projects funded by the department. The prioritisation of sites which transferred within three months to beneficiaries will provide them with an asset and lay the foundations for growth. Integrated human settlements will result in a number of spin-offs which should assist in the alleviation of poverty
Inadequate housing funding allocated to the Department of Human Settlements.	Department will lever additional resources through partnerships with financial institutions, developers, corporate sector and international funders.
Shortage of suitable well-located land for the development of settlements within reasonable distance from employment opportunities.	Current housing policy now makes it possible to allocate housing grant funding to municipalities for the acquisition of land.

1. Links to the long-term infrastructure and other capital plans

The department is in the process of transferring the assets/properties of the ex-Western Housing Development Board to the

beneficiaries and municipalities as per the Housing Act, 1997. It is not sure at this time if the department will be the custodian of the remaining properties or if it will be transferred to the Department of Public Works. R12 million will spent on maintenance in 2010/11 and it decreases to R6 million in 2012/13.

2. Conditional grants

Name of grant	Integrated Housing and Human Settlement Development Grant
Purpose	To finance the funding requirements of national housing programmes. To facilitate the establishment and maintenance of integrated and sustainable human settlements to ensure economically viable and socially equitable communities in areas with ecological integrity promoting convenient and safe access to economic opportunities, health, educational and social amenities
Performance indicator	Number of subsidies - in the category below R3 500 - approved per instrument (as specified in new comprehensive plan) per annum by province/accredited municipalities.
Continuation	The programme will be funded during the period covered by the Strategic plan
Motivation	Unless government directs otherwise and taking into account the level of backlogs in housing, it is anticipated that the need for funding will exist for at least the next 20 years.

Name of grant	Expanded Public Works Programme Incentive grant for the infrastructure sector
Purpose	To give incentives to the infrastructure sector for implementing the EPWP.
Performance indicator	Number of direct and indirect job opportunities created.
Continuation	Once-off grant for 2010/11
Motivation	Once-off grant for 2010/11

3. Public entities

None

4. Public-private partnerships

None

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Programme 1: Administration

Programme 1 (CFO component) Performance Indicators and Targets

Long title of Strategic Objective	Short title of the strategic objective	Performance Indicator	Target
1. Institutionalise an effective Financial Management Improvement Programme (FMIP) by: <ul style="list-style-type: none"> • Implementing the Treasury developed and approved capacitation framework for finance staff; and • Implementing a recruitment strategy to reduce the vacancy rate to less than 5 per cent for finance staff 	Institutionalise an effective Financial Management Improvement Programme (FMIP).	Implement and maintain a capacitated framework for finance staff.	Capacitation framework implemented and maintained by 31 March 2011
		Average vacancy rate for funded finance staff at Head office and District or Regional Offices.	Less than 5 percent
2. Deliver a fully effective financial accounting function to: <ul style="list-style-type: none"> • Ensure clean audit reports by reducing the number of negative audit findings 	Deliver a fully effective financial accounting function to the department.	The number of prior year negative audit findings successfully resolved	100% of prior year negative audit findings resolved
3. Promote efficient financial resource use by implementing a financial efficiency programme for the department.	Promote efficient financial resource use.	Develop, implement, refine, and maintain a financial efficiency programme (cost savings programme) for the department.	Develop, implement, refine and maintain (depending on status quo) a financial efficiency plan for the department by 30 June 2010.

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Long title of Strategic Objective	Short title of the strategic objective	Performance Indicator	Target
4. Raise SCM to a level 3+ by implementing and updating a: <ul style="list-style-type: none"> • Supply Chain Management Policy (Accounting Officer's System); • A responsive procurement plan; • AOS delegations; and • Complete asset register 	Raise SCM to a level 3.	Refine and maintain a dynamic Supply Chain Management Policy.	Refined/maintained by 31 August 2010
		Develop, implement, refine and maintain a procurement plan aligned to the budget and programme deliverables for the department.	Developed/implemented/refined/maintained by 30 April 2010
		Refine and maintain an Accounting Officer's System aligned to the National Treasury's generic framework.	A consistent set of delegations refined/maintained by 31 August 2010
		No negative audit findings on asset register	Continuously maintained Asset Register
5. Create Organisational Programme Management Capability.	Develop and maintain strategic and business planning system	Development and Completion of strategic and business planning system	Framework and policy in place and developed business plans (APPs) for each year.
	Develop and maintain project management unit	Establishment and maintenance of project management office.	To have a fully established Project Management Unit Office. Developed project management culture.
	Develop organisational performance management system.	Development of performance management system. Maintenance and refinement of performance management system	To have a fully fledged Monitoring and Evaluation system in place to monitor and Evaluate the implementation of the department's Strategic Plan.

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Programme 2: Housing Needs, Research and Planning

Strategic Objective 1.1: Develop a standardised, transparent and fair policy and process for the selection of housing beneficiaries based on improved quality of data and information management.

SG 1, SO 1, Indicator 1

Indicator title	No. of municipalities with an accurate, up-to-date housing demand database that is synchronised with central Housing Subsidy System				
Short definition	The department will provide a support programme to all non- metro municipalities to strengthen housing demand data collection and management systems and practices in order to improve the quality of data and informant management of community profiles and housing needs/demand.				
Purpose/importance	To strengthen the collection and management of data used by Municipalities to select beneficiaries for housing projects and to plan for future developments				
Source/collection of data	External Service Provider and internal input				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	5	15	20	25
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	0	
Method of calculation	Cumulative				
Data limitations	Systems not in place at Municipalities. Expectations already created with beneficiaries.				
Type of indicator	Process indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Accurate data on the profile and needs of communities within each Municipality.				
Indicator responsibility	Director: Policy and Research				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 1, SO 1, Indicator 2

Indicator title	Completion of a housing subsidy allocation formula that can be applied at provincial level.				
Short definition	The department will develop a housing subsidy allocation policy after reviewing the problems that are experienced with the housing demand data management systems at municipal level.				
Purpose/importance	This will contribute towards a more appropriate use of subsidy instruments.				
Source/collection of data	External Service Provider and Internal input				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	0	0	0	0
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Non-cumulative				
Data limitations	Resistance from Municipalities who have a preference for a specific subsidy instrument.				
Type of indicator	Output indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	The optimal use of all subsidy instruments to ensure efficient and responsive housing delivery.				
Indicator responsibility	Director: Policy and Research				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 1, SO 1, Indicator 3

Indicator title	Number of municipalities which comply with standardised selection criteria and processes				
Short definition	Investigate present municipal practices with regard to waiting lists with a view to developing mechanisms to standardise and enable a more transparent beneficiary selection process.				
Purpose/importance	To ensure fairness in the allocation of housing assistance to intended beneficiaries through standardised processes and enhanced selection criteria.				
Source/collection of data	External Service Provider, Municipalities and internal input				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	5	15	20	25
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	0	
Method of calculation	Cumulative				
Data limitations	Resistance by Municipalities and Beneficiaries to Implement the policy. Commitments already made to certain beneficiary groups.				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Beneficiaries receiving housing support in accordance with their level of vulnerability and need.				
Indicator responsibility	Director Policy and Research				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Goal 2: Introduce a co-ordinated approach to human settlement development through effective Integrated Development Planning / Human Settlement Planning

Strategic Objective 2.1: Assist high potential municipalities to become accredited as housing developers.

SG 2, SO 1, Indicator 1

Indicator title	No. of municipalities with level 1 accreditation				
Short definition	Assist high potential municipalities to become accredited as housing developers				
Purpose/importance	To ensure that municipalities become fully capacitated to perform the duties of a housing developer.				
Source/collection of data	Approval by the Minister				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	0	3	0	2
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Cumulative				
Data limitations	Municipal General Election might have an impact on the programme. Selection of Municipalities to be accredited. Resource availability to municipalities to increase internal capacity.				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	To have high potential municipalities to become accredited as housing developers.				
Indicator responsibility	Chief Director: Human Settlement Implementation				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 2, SO 1, Indicator 2

Indicator title	No. of municipalities with level 2 accreditation				
Short definition	Assist high potential municipalities to become accredited as housing developers				
Purpose/importance	To ensure that municipalities become fully capacitated to perform the duties of a housing developer.				
Source/collection of data	Provincial Government Gazette				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	0	1	0	2
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Cumulative				
Data limitations	Municipal General Election might have an impact on the programme. Selection of Municipalities to be accredited. Resource availability to municipalities to increase internal capacity.				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	To have high potential municipalities to become accredited as housing developers.				
Indicator responsibility	Chief Director: Human Settlement Implementation				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 2, SO 1, Indicator 3

Indicator title	No. of municipalities with level 3 accreditation				
Short definition	Assist high potential municipalities to become accredited as housing developers.				
Purpose/importance	To ensure that municipalities become fully capacitated to perform the duties of a housing developer.				
Source/collection of data	Provincial Government Gazette				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	1	0	1
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	0	
Method of calculation	Cumulative				
Data limitations	Selection of Municipalities to be accredited. Resource availability to municipalities to increase internal capacity.				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	To have high potential municipalities accredited as housing developers.				
Indicator responsibility	Chief Director: Human Settlement Implementation				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2.2: Strengthen support to municipalities

SG 2, SO 2, Indicator 1

Indicator title	Number of municipal support strategies developed				
Short definition	Development of planning information, tools, capacity building strategy and guidelines for municipalities as well as regional resourced teams deployed to municipalities.				
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability of future housing developments.				
Source/collection of data					
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	5	4	3	3	3
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	1	2	2	
Method of calculation	Cumulative				
Data limitations	Release of funding for Housing Voices				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future housing developments.				
Indicator responsibility	Director: Human Settlement Planning				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 2, SO 2, Indicator 2

Indicator title	Number of municipalities with credible Human Settlement Plans				
Short definition	Engagements with Municipalities to render tailor made support based on specific needs to strengthen human settlement planning abilities.				
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future housing developments.				
Source/collection of data					
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	9	12	15	20	25
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	3	3	0	3	
Method of calculation	Non-cumulative				
Data limitations	General Municipal elections may affect the availability of Municipal officials.				
Type of indicator	Process indicator				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability of future housing developments.				
Indicator responsibility	Director: Human Settlement Planning				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2.3: Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans (IDPs) as the basis

SG 2, SO 3, Indicator 1

Indicator title	Number of Human Settlement Plans supported by relevant stakeholders and aligned to IDPs				
Short definition	To ensure that all relevant departments align their plans with human settlement planning.				
Purpose/importance	To improve planning and budget alignment of different departments.				
Source/collection of data	Formal commitment with departments/ planning forum minutes.				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	3	6	6	6	6
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	3	
Method of calculation	Non-cumulative				
Data limitations	Cooperation of departments				
Type of indicator	Process indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	To improve planning and budget alignment of different departments.				
Indicator responsibility	Director: Human Settlement Planning				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Programme 3: Housing Development

Strategic Goal 3: Accelerate the provision of Housing Opportunities including the prioritization of service sites

Strategic Objective 3.1: Upscale the provision and implementation of serviced sites.

SG 3, SO1, Indicator 1

Indicator title	Number of hectares of land released to Municipalities and Developers				
Short definition	Release suitable land belonging to the department to Municipalities and developers				
Purpose/importance	Suitable land is a scarce and expensive resource which hampers housing delivery if not available.				
Source/collection of data	National Debtor System and Deeds office				
Annual Targets	2010/11	2011/12	2012/13	2013/14	20/15
	300	20	20	20	20
Quarterly Target (Yr1)	Q1	Q2	Q3	Q4	
	0	0	0	300	
Method of calculation	Quarterly monitoring				
Data limitations	Conveyancing and approval processes might cause delays				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Release land for Human Settlement Development				
Indicator responsibility	Director: Asset and Property Management				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 3, SO 1, Indicator 2

Indicator title	Number of serviced sites delivered through the Integrated Housing and Human Settlement Development Grant (IHHS D Grant)				
Short definition	Upscale provision of serviced sites from the GRANT				
Purpose/importance	To accelerate the provision of Housing Opportunities including the prioritisation of service sites.				
Source/collection of data	Delivery performance figures				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	18 000	25 000	30 000	34 000	43 000
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	3 000	5000	5 000	5 000	
Method of calculation	Cumulative				
Data limitations	None				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Desired performance	To deliver 150 000 fully serviced sites i.e. water, sanitation, and electricity				
Indicator responsibility	Director: Grant Management/ Performance Assessment				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3. 2: Reduce bulk infrastructure as a constraint to human settlement development

SG 3, SO 2 Indicator 1

Indicator title	Percentage of envisaged projects with secured infrastructure funding				
Short definition	Target use of bulk infrastructure funding to projects				
Purpose/importance	To unlock development of land				
Source/collection of data	MIG delivery reports				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	75%	80%	85%	92%	100%
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	75%	
Method of calculation	Non cumulative				
Data limitations	Integrity of MIG Data				
Type of indicator	Output				
Calculation type	Non cumulative				
Reporting cycle	Annual				
New indicator	Yes				
Desired performance	To unlock bulk funding to enable servicing of large erven				
Indicator responsibility	Director: Grant Management/ Performance Assessment				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3.3: Increase beneficiary involvement in development of housing opportunities

SG 3, SO 3, Indicator 1

Indicator title	Percentage of houses built under self-help “People’s Housing Process” programme				
Short definition	Upscale the People’s Housing Projects (PHP) policy instruments, resources and institutional arrangements				
Purpose/importance	Increase beneficiary involvement in development of housing opportunities				
Source/collection of data	Department and municipal Progress reports				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	25%	35%	40%	45%	50%
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	25%	
Method of calculation	Non-cumulative				
Data limitations	Accuracy and credibility of information				
Type of indicator	Non-cumulative				
Calculation type	Process indicator				
Reporting cycle	Annually				
New indicator	No				
Desired performance	Increase People’s Housing Projects (PHP) built houses as well as enhanced policy instruments, resources and institutional arrangements				
Indicator responsibility	Director: PHP and Director Grant Management and Performance Management.				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3.2: Educate beneficiaries on their rights and responsibilities of home ownership and rental

SG 3, SO 2, Indicator 1

Indicator title	Housing beneficiary capacity building programme				
Short definition	The department's education and awareness programme will be expanded to inform potential beneficiaries of their rights and responsibilities in respect of rental housing and ownership as well as their role in self help initiatives.				
Purpose/importance	To counter unrealistic expectations of the State's capacity and resources to provide housing opportunities. In its place communities will take responsibility for providing decent accommodation on their upgrading				
Source/collection of data					
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	0	0	0	0
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	1	0	0	
Method of calculation	Non-cumulative				
Data limitations	Accuracy and credibility of information of stakeholders				
Type of indicator	Process indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Facilitate the education of beneficiaries on their rights and responsibilities of home ownership and rental. Facilitate the capacitation of provincial and municipal housing officials on various housing policies and programmes.				
Indicator responsibility	Director: PHP				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 3, SO 2, Indicator 2

Indicator title	Number of education and awareness workshops to encourage self help initiative by beneficiaries.				
Short definition	An education and awareness programme will be launched to inform potential beneficiaries of what it is they can do themselves to provide decent accommodation for their families and the support that the department is providing with self help initiatives.				
Purpose/importance	To counter unrealistic expectations of the State's capacity and resources to provide housing opportunities.				
Source/collection of data					
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	10	10	10	10	10
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	2	2	2	4	
Method of calculation					
Data limitations	Commitment from housing beneficiaries, and availability of funding.				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Facilitate the education of beneficiaries on their rights and responsibilities of home ownership and rental. Facilitate the capacitation of provincial and municipal housing officials on various housing policies and programmes.				
Indicator responsibility	Director: Service Delivery and Community Empowerment				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Goal 4: Optimal use of resources and partnerships

Strategic Objective 4.1: Increase the density of new housing development on well located land

SG 4, SO 1, Indicator 1

Indicator title	Average density of human settlement developments (in units per hectare)				
Short definition	Improve the planning of human settlements by promoting densification				
Purpose/importance	Low density housing development often results in land shortage, settlements being far away from economic and social opportunities, longer transport times, urban sprawl, increased cost of infrastructure provision, increased CO2 pollution from increased road transportation, etc. Densification of human settlements is necessary to promote long term sustainability, efficiency and resource use.				
Source/collection of data	Approved Municipal Project Business Plans				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	30 units/ha	40 units/ha	60 units/ha	80 units/ha	90 units/ha
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	30 units/ha	
Method of calculation	Non-cumulative				
Data limitations	None				
Type of indicator	Output indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Better utilisation of well-located land by placing more households per hectare. This will result in savings in terms of roads required, servicing costs, etc.				
Indicator responsibility	Director: Human Settlement Project Administration and Directorate Planning				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 4.2: Enhancing the supply of new rental housing opportunities and encouraging improved Property Management of rental stock

SG 4, SO 2, Indicator 1

Indicator title	Number of Restructuring Zones Identified and extended				
Short definition	To boost the supply of targeted, state funded rental stock through the identification, review and provincial recommendation of social rental housing restructuring zones.				
Purpose/importance	Social rental housing can only be undertaken in dedicated restructuring zones, supported by the Provincial Minister and signed off by the National Minister of Human Settlements. No restructuring zones currently exists outside of the Metro, which means that, until they are established, no social housing projects can be packaged in any other Municipal area.				
Source/collection of data	Municipal and Provincial Property Management components				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	2	4	3	0	0
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	2	
Method of calculation	Cumulative				
Data limitations	Municipalities will need to be capacitated and supported to identify and package these zones before recommendations can be made to the Provincial Minister.				
Type of indicator	Process indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Establishment and extension of restructuring zones in leader towns, in order to enable the delivery of social rental housing				
Indicator responsibility	Deputy Director: Rental Housing				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 4, SO 2, Indicator 2

Indicator title	Percentage of collection rate of departmental owned property				
Short definition	Rate of payment by tenants of departmental rental stock				
Purpose/importance	In order to maintain the State's rental assets more effectively, it is necessary for current rent collection rates to be enhanced and for rental stock to become financially self-sufficient. Rental is also intended to cover other critical services, such as water provision, rates, cleaning and lighting of common areas, etc. Maintenance and service requirements on rental stock results in a major drain on state financial resources if rent is not collected.				
Source/collection of data	Municipal and Provincial Property Management components				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	15%	17%	25%	40%	45%
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	10%	10%	12%	15%	
Method of calculation	Non-cumulative				
Data limitations	An intensive consumer education awareness programme, as well as public consultation, will need to be embarked upon before these percentages will increase. The State also needs to recognise the need for evictions where deemed absolutely necessary.				
Type of indicator	Process indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Improved rental recovery, which will result in improved maintenance of rental stock.				
Indicator responsibility	Director: Financial Management and Asset Management				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 4.3: To increase sustainable resource use, which includes exploring alternative technologies, design, layout, topography, etc.

SG 4, SO 3, Indicator 1

Indicator title	Percentage of units built using energy efficient methods or materials				
Short definition	Energy efficiency and maximisation of scarce resources through utilisation of alternate design, layout, topography, etc.				
Purpose/importance	Sustainable resource use will lessen the impact of development on the environment and will contribute toward cost saving for the beneficiary on energy spending, reduced resource consumption and consequently less pollution.				
Source/collection of data	Project technical monitoring reports				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	10 %	15 %	25 %	30 %	40%
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0%	0%	0%	10%	
Method of calculation	Non-cumulative				
Data limitations	All new alternative technology must meet specifications and be approved by the NHBRC, etc.				
Type of indicator	Process indicator				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	Development of human settlements which promote resource and infrastructural efficiencies, lower carbon emissions and ensures energy efficiency, etc. In other words sustainable human settlements.				
Indicator responsibility	Director: Professional & Project Management Services and Director: Policy and Research, Director: Planning				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 4.4: Increase private sector investment into the delivery of housing

SG 4, SO 4, Indicator 1

Indicator title	Number of Actual Private Sector and Development Institutions Participating in Housing Delivery				
Short definition	The number of private sector institutions that support the provision of affordable housing opportunities				
Purpose/importance	Substantially more private sector investment into affordable housing is required in order for us to respond to challenging housing targets.				
Source/collection of data	Partnership Agreements				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	4	4	6	8	10
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	4	
Method of calculation	Cumulative				
Data limitations					
Type of indicator	Process indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Successful leveraging of private sector support in terms of delivering affordable housing, which includes maximising on the efficiency in production and technical expertise of the private sector. It is intended that closer relationships are established between government and private sector partners, allowing us to share resources and risk.				
Indicator responsibility	Chief Director: Planning & Development				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

Programme 4: Housing Asset and Property Management

Strategic Goal 5: Inculcate a sense of ownership, rights and responsibility amongst housing

Strategic Objective 5.1: To promote security of tenure through effecting transfer to qualifying beneficiaries

SG 5, SO 1 Indicator 1

Indicator title	Completion of investigation into beneficiaries title deeds				
Short definition	Research into systemic and institutional weaknesses into the transfer of title deeds				
Purpose/importance	This indicator will ensure that the department understands the nature of the problem in order to carry out relevant corrective measures.				
Source/collection of data	Report on the investigation or survey.				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	0	0	0	0
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Date of completion of research				
Data limitations	None				
Type of indicator	Output				
Calculation type	Non-cumulative				
Reporting cycle	Annually				
New indicator	New indicator				
Desired performance	To identify and assess all the institutional process, and policy weaknesses in the transfer of title deeds to beneficiaries of state low cost housing including accurate title deed backlog data. To develop the necessary solutions to address the weaknesses.				
Indicator responsibility	Director: Asset and Property Management				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 5, SO 1, Indicator 2

Indicator title	Percentage reduction of title deeds backlog				
Short definition	Completion and implementation of action plan to address the backlog of transfers.				
Purpose/importance	To reduce backlog on issuing of title to inculcate sense ownership on housing beneficiaries.				
Source/collection of data	Spread sheets and Reports from Municipalities				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	5%	20%	45%	70%	100%
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	5%	
Method of calculation	Number of title deeds issued to reduce backlog				
Data limitations	Difficulties in tracing the registered house owners				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	To reduce the title deeds backlog by year 2015				
Indicator responsibility	Director: Asset and Property Management				

Annexure A: Technical Indicator Descriptions for Strategic Objectives

SG 5, SO 1, Indicator 3

Indicator title	Number of title deeds issued within three months after completion of serviced sites				
Short definition	To change payment milestone in housing programmes and insert penalty clause in development contracts to encourage developers to complete the transfer and issuing of title deeds as soon as possible after completion of the development of the serviced site.				
Purpose/importance	To ensure smooth process flow in issuing of title deeds.				
Source/collection of data	Reports from the relevant conveyancer.				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	13000 (70%)	20 000 (80%)	28000 (90%)	30600 (90%)	37800 (90%)
Quarterly Target (Yr 1)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	13000 (70%)	
Method of calculation	Number of title deeds issued.				
Data limitations	Access to title deeds information from municipalities, deed office etc				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	To ensure that beneficiaries receive their title deeds and ownership within three months after completion of the serviced sites.				
Indicator responsibility	Director: Asset and Property Management				