

PART A: STRATEGIC OVERVIEW

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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 Provincial Government Western Cape is committed to living according to the following values:

- Competence
- Accountability
- Integrity
- Responsiveness
- Caring

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional mandates

Chapter 2 (Bill of Rights) of The Constitution (Act 108 of 1996), Section 26 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 Constitution further provides that housing is a competency that is held concurrently by national and provincial governments.

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

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 and 5A 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 (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.

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 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.

(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.

(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:

- The Sectional Titles Management Bill, to deal with the management and administration of sectional titles schemes; and
- The Community Scheme Ombud Service Bill, to establish a dispute resolution mechanism for all community housing schemes. These bills have been finalised by the Portfolio Committee on Human Settlements and the bills are still to be considered by the Select Committee on Public Services.

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.

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

In accordance with the Draft Western Cape Provincial strategic framework, the department has planned policy initiatives that will be implemented through the strategic priorities of the Draft Provincial Strategic Objective 6: Developing Integrated and Sustainable Human Settlements (popularly known as PSO6). These policy initiatives which are also broadly aligned with national priorities can be summarised as follows:

4.4.1 Prioritising secure access to basic services

The department will upscale the provision of serviced sites (and reduce the number of top structures 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 undertaking 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 and 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 plans 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. 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.

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 Human Settlements Delivery Environment

The Western Cape is faced with an ever increasing housing backlog that outnumbers the rate at which housing can be provided. The resource envelope needs to be approached in more innovative ways. The response to the demand has thus been adjusted to include acceleration of the provision of housing opportunities, by prioritising in-situ upgrading of informal settlements and the provision of serviced sites. The common denominator in all housing opportunities is security of tenure and unhindered access to basic services. The provision of service sites will be within the framework of incremental development and human settlements that will have access to social amenities, transport and economic opportunities

a) Population Growth Trends and Distribution

The Western Cape Province has an area of 129 307km² and estimated population of 5 278 584 according to the Community Survey (CS-07) 2007.

The Western Cape is 1 of only 2 provinces that has increased its population over this period. The growth rate per annum over the inter-census period of 1996-2001 was 2.7% which is higher than the national growth rate 2%. The Western Cape has the highest average life expectancy in the Country. The Western Cape still experiences population growth that is largely ascribed to positive net migration. The CoCT attracts the largest and majority proportion of migrants

from other provinces within the province, followed by the Eden District.

The spread of the population across the province reflects 74% urban and 26% rural.

b) Employment

According to the CS-07, the official unemployment rate for Western Cape is the lowest of all 9 provinces at approximately 18%. Although the unemployment rates are relatively low compared to the national average, the rapid in-migration of the people from Eastern and Northern Cape in particular, to the Western Cape, places great strain on government resource and services, specifically in terms of the housing demand. The recent global recession also contributed to further strain on employment.

c) Incomes

On average, households in the Western Cape earned about R135 029 per annum, an increase of R59 688 or 56% between 2000 and 2005/06. South Africa as a whole registered an average annual household income of R74 589 in 2001/06. The Western Cape Province is therefore relatively better off than the country as a whole if measured by capita income and average household income. White population accounted for 53% of total household income, followed by the coloured population with approximately 39% and the African population at 7.9% in 2005/06.

d) Cape Town Population Data

Census data 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. 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) Housing Situation and Demand

According to a recent study⁽ⁱ⁾ commissioned by the Department, the backlog for the Western Cape is estimated at 426 711. This is a 4.1% increase from the previous backlog. Of this backlog 280 726 is within the Metropolitan area of Cape Town. This backlog was estimated based on the following definition:

“Households living in makeshift structures not erected according to approved plans as well as in traditional dwellings made of clay, mud, reeds or other locally available materials and in formal dwellings without access to running water or flush toilets including overcrowded households in formal structures”.

• ⁽ⁱ⁾ The purpose of the study was to evaluate and calculate realistic, objective and verifiable estimates of the 2010 housing backlog figures for the Western Cape municipalities including, the City of Cape Town.

f) Land Needs

One of the key challenges to the development of sustainable human settlement is the limited availability of suitable land for the housing demand. The department's 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. Greater focus to achieve higher densities as well as use of infill sites is an attempt to overcome the limited availability of land.

g) Service 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 endowment is attained through access to basic services (water, sanitation, energy and refuse removal) and social services (health care, education and skills development and shelter).

h) 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;
- Increase in informal settlements;
- Limited bulk infrastructure;
- MIG alignment to housing budget allocation (i.e. Urban Settlement Development grant);
- The cost and availability of well located suitable land for 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 process are lengthy.

5.1.1 Spatial analysis of housing delivery

Spatial analysis of housing delivery in the Western Cape is based upon HSS data. More than 50% of the housing projects were located within the metropolitan area of CoCT. The high percentage is aimed at addressing the pressing need within the metropolitan area. The projects outside of the metropole have also been distributed proportionately to the district municipalities with the greater housing needs. The department also takes cognisance of growth potential, infrastructure capacity, backlog and overall housing needs to determine desirability of new developments.

5.1.2 Social Housing

Investigations are currently underway to enable the establishment of restructuring zones in 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 developed a Provincial Rental strategy and is exploring the conversion of current provincial rental stock into Social Housing or Community Residential Unit (CRU) opportunities

5.1.3 Spatial Investment

Within the province 2 main regions are identified as possessing particular economic growth potential. Apart from the City of Cape Town the other 2 regions are Eden District and Saldanha Bay Industrial Development Zone (IDZ). In addressing housing needs for these 2 regions the following approaches should be considered

- Spatial Development Frameworks
- Urban Core
- New Housing Delivery
- Upgrade of Informal Settlement programs
- Area-based urban renewal

5.1.4 National Priorities and Challenges

The department's strategic direction is aligned with the national priorities and in particular National Outcome 8. A key national 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 Provincial Spatial Development Framework (PSDF) with the Municipal Integrated Development Plans. The department will continue to do this by supporting municipalities in the development of Housing Chapters of IDP's in an attempt to strengthen integrated planning.

5.1.5 Provincial priorities and challenges

The first and most obvious constraint is our budget. This is the primary limiting factor, but also impacts on other constraints. The Provincial Department of Human Settlements has a budget of R1.638 billion. Approximately 60 percent of this budget is spent within the City of Cape Town. In addition, the COCT receives the Urban Settlement Development Grant of R824 million directly from the NDOHS for housing and infrastructure.

The Department has embarked on the development of a funding allocation model. The methodology of the model was approved both by the Departmental management and the Provincial Treasury. This model forms the point of departure for the recently established Grant Allocation Advisory Committee whose main purpose is to consider grant allocations to local authorities. The allocations are reviewed during the course of the year based on a number of reasons such as planning delays, limited human resources and skills changes in priorities of projects and poor performance by local authorities. Final allocations are recommended by the Grant Allocation Advisory Committee.

a) Provincial Priorities

The departments' draft strategic plan is aligned to the 12 Provincial strategic objectives of the Western Cape government.

The department has identified 3 broad outcomes to address problems and constraints in line with the Draft Strategic Objective 6. These outcomes are as follows:

- OUTCOME 1: Accelerated delivery of housing opportunities;
- OUTCOME 2: A sense of ownership, rights and responsibilities amongst; beneficiaries, owners and tenants; and
- OUTCOME 3: Optimal and sustainable use of resources.

b) Provincial Challenges

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

- Identification of well located land for new housing developments;
- Addressing the gap in the property market;
- Renting and selling of state-funded houses and transfer of title deeds to beneficiaries;
- Selection process of the beneficiary process which varies from municipality to municipality;
- Sustainability, energy efficiency and its economic benefits for the beneficiary have not played a significant role in determining how we develop human settlements; and
- Inadequate co-ordination between the different spheres of government and among provincial government departments.

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 draft strategic plan of the Provincial Government. An analysis of the institutional context identified the following challenges as key priority areas:

a) Stakeholder Management

The effective management of stakeholders is key to the department's reputation management. There are several key strategic stakeholder groupings that play a critical role in influencing the departments reputation and trade-offs are at times required.

The role of Stakeholder Management is to support the organisation in achieving its objectives by interpreting and influencing both the external and internal environments and by creating strategic action plans that create positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives.

The Stakeholder Management unit will process, plan and guide the department based on the following key Principles:

- Stakeholder Identification – of all interested parties, either internal or external to the department;
- Stakeholder Analysis - Recognize and acknowledge stakeholder's needs, concerns, wants, authority, common relationships, interfaces and align this information within the Stakeholder Matrix;
- Stakeholder Matrix - Positioning stakeholders according to the level of influence, impact or enhancement they may provide to the department or its projects;
- Stakeholder Engagement - is

the opportunity to discuss and agree expectations of Public Relations and communication.

Communicating Information - Expectations are established and agreed for the manner in which communications are managed between stakeholders - who receives communications, when, how and to what level of detail.

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 programme 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 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. Data integrity and performance auditing remain a challenge.

c) Project Management

With no fully fledged integrated project management system in place, the department is re-engineering its processes to institutionalise a project management culture across the department. This initiative will be linked and aligned to the Organisational Programme Monitoring and

Evaluation system of the department and the provincial government.

The aim of the first phase is to develop an integrated system, capture all projects and improve the department's business processes for greater efficiency. A service provider was appointed in October 2010 and has already begun this phase.

Additionally the Department has established a database of professional service providers who will form Professional Resource Teams to provide professional capacity where needed. Their task will be to plan, implement or oversee projects. They will consist of external service providers, in various fields where such support might be needed by the Department. In some instances, a single professional might be needed while in others, a multi-disciplinary team might be required.

d) Information Management

During the 2010/11 financial year the department has established a departmental Intranet portal as well as the Virtual Resource Centre and Knowledge Centre (VRC/KC), with the aim of creating a platform to centralise, share and access information. These platforms paved a way for retaining institutional memory via targeted data collection initiatives as well as hosting of Knowledge Management discussion sessions. Reporting has also improved through increased capacity and establishing links with key stakeholders. The Information Management unit currently prepares pre-briefing notes for the community outreach programmes.

Initiatives as identified in the Provincial Government's ICT blueprints are in their

implementation phases in collaboration with the Corporate Services Centre. These include the revision of the ICT Plan, the Master Systems Plan, and the upgrade of the infrastructure which will result in a more efficient working environment whether in the building or remotely. The Information Management Team aims to focus on managing the quality of content, expanding the information on the Department's Intranet Portal, Virtual Resource Centre and Knowledge Centre as well as delivering good quality reports to the Department's Leadership.

5.2.2 Data Management Systems

a) Correspondence and file tracking system

A file tracking system (J-Track) is used as a tool by Record Management and staff to manage, track and locate all official files created in the department.

A key challenge is that the network is very slow causing a delay with the creation and provision of files to the client requesting the official file. The system is also not integrated with other information systems.

Another key challenge is the increase of unstructured information in the department. It is estimated that only 20% of data is structured, while the majority (80%) is unstructured. Examples of unstructured content (data) are paper records that were digitised (scanned), faxes, electronic documents (MS Word, MS Excel, MS PowerPoint, etc), web pages, e-mails, images/photo, videos, etc.

The current systems will be upgraded and integrated as part of the overall

modernisation process related to e-filing and an electronic document management system.

b) Housing Subsidy System

The Housing Subsidy System is a database and information system managed by the NDOHS and provinces. The system is used to record information of beneficiaries and the various subsidy instrument types. The system allows the users to register, edit and verify applications. The system further enables the capturing of budgetary information for the different projects reflecting milestones within a project. The province is the custodian of the system and has to manage the necessary users indicating the different functions allocated to the various users.

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. 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.

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.

5.2.4 Financial systems

a) National Debtor System (NDS)

The NDS is a national database and information system that is used to administer loans, sales and rental debtors and the immovable assets (properties) of the department. 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.